COMPUTERWORLD

FI WAR DE THE DE LESS OF STREET

Premier

IT Leaders 2008

They're simplifying IT and showing the business how to innovate.

OMPHTERWORLD COM

Technology Consulting from Accenture.

Our work with businesses and governments around the world reveals a clear pattern: hipperformers set themselves apart by positioning information technology as a strategic asset and a partner to the enterprise. Findings from our comprehensive ongoing research confirm that pattern.

Accenture Technology Consulting helps bridge the gap between an organization's existing IT capabilities and its vision for high performance. We draw upon extensive resources and experience to enable our clients to achieve their goals:

- · Aligning IT strategy with business value
- · Building an enterprise architecture "blueprint"
- Improving service levels between IT and the business
- Standardization, consolidation and virtualization of IT infrastructure
- Consolidation and transformation of networks
- Maximizing workplace technologies and collaboration tools
- Improving security across IT infrastructu and applications
- Renewing legacy applications to achieve greater flexibility and performance
- Improving IT processe
- Engineering performance into system and application development life cycles

To learn more about Accenture Technology Consulting, visit accenture.com/technology



the best investment decisions. By closely aligning your IT Consulting helps ensure that your IT investments have Result? You could see it as the light at the end of the



High performance. Delivered.

N: WS DIGEST

* Critic milit Facebook's Beacon ad service hav make internet isers! - more closely at online privacy Monsoft disputes a

testing benchmark indicaton the ... referred Windows XP opgrade is test software faster than \ SPlaces

12 Analystysay SAP's updated CRM 20.17 includes Web 2 0 support but is still harder to use than rival offennos. Ascientist develops a robot guitted by a moth's brains and eyes and predicts that similar technology will be used in comput-



ers in 10 to 15 years.

14 As presidential candidates visit lowe. IT proson both sides of the H-1B debate try to be heard [IBM] charges a Tarwanese hardware vendor with patent infringement

M NEWS ANALYSIS 16 Windows, Linux Servers Chip Away at Unix. The number

of Windows and Linux servers in data centers is growing at the expense of Univisiostems. But Univisided the is a slow one partly because cetting rid of an operating system isn't so easy

20 Microsoft Bows to Users on OS Checks, Microsoft's decision to remove the antipiracy "kill switch" from Vista and Windows Server 2008 was driven by complaints from IT managers who leared that it might cause their systems to stop function-

A Boy Scoul of a prior fish comes up with a backup plan that features. paper cups, string and dental floss.

ing properly

ALSO IN THIS ISSUE Company Index

70

YEARBOOK A photo gallery of this year's Premier 100 IT Leaders, along with

COMPUTERWORLD IN DECEMBER 10, 2007



COMPUTERWORLD

Our annual awards program honors the m nd women driving strategy and innovain top-tier IT departments. This year's class is simplifying vendor relations, consolidating systems and streamlining IT infrastructure to transform their busin

Rewards Will Follow

Don Tennant says that elite IT leaders know that the best career choice is to do the right thing for the right reasons. Inside Their

Project Portfolios The visionary efforts of this year's Pre-

mier 100 honorees showe use the leadership skills that have put them at the top.

HOT PROJECTS

The following stories

can be found at www

CLASS OF 200B

IT leaders at three companies broke down communication and departmental

interesting personal tidbits from the honorees themselves.

HONOR ROLL. View the Premier 100 IT Leader alumni from 2000 to 2008.

NETWORK WITH THE BEST. Join honorees and alumni

off the ground.

LEAN PROJECTS

Four projects designed primarily to shave expenses ended up delivering big returns on investment under assertive IT leaders.

POWER PROJECTS Three infrastructure updates with far-

reaching implications succeeded thanks to sharp execution by IT leaders.

JUMBO PROJECTS

IT leaders at three companies kept up with multiple stakeholders and deadlines to keep massive projects on track.

TOP PROJECTS Three IT leaders find that succeeding

in nonprofit or public-sector careers requires determination and diplomacy. The 2008 Honorees

Find the full list of this year's Premier 100 IT Leader honorees. The Premier Agenda

The purchasing, hiring and project priorities for this year's Premier 100.

It's Simply Politics Frank Hayes finds that this year's honorees keep projects simple by staying on top of them politically.

at the ninth an-nual Premier 100 IT Leaders Conference computerworld.com 100nominations09 March 9-11, 200B. EDITORS' PICKS in Orlando, Visit Have you been

to register.

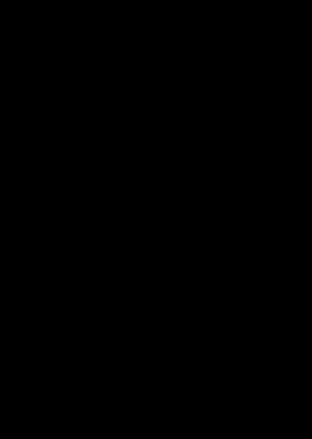
LEADER? Nominate

that person for next

KNOW AN IT

year's list at a

inspired to become an IT leader? Find career tips in Computerworld's best stories on leadership and



III NEWS DIGEST

11 Criticism of Facebook's Beacem ad service may make internet users look more closely at entime privacey. Microsoft disputes a testing firm's benefitman'k indicating that an unrelessed Windows XP upgrade runs test software faster than Vista SPI does.

12 Analysts say SAP'a updated CRM 2007 includes Web 2.0 support but is still harder to use than hed forlings, 15 activities develope a robot guided by a meth's brains and eyes and predicts that similar technology will be used in computers in 10 to 55 years.



14 As precidential candidates visit lows, IT proson both sides of the IH-18 debate by to be heard. I IBM charges a Talwanese hardware vendor with patent infrincement.

MEWS ANALYSIS

16 Windows, Linux Servers
Chip Away at Unix. The number
of Windows and Linux servers in data
centers is growing at the expense of
link systems. But Unix's decline is a
slow one, partly because getting rid
of an operating system isn't so easy.

20 Microsoft Bows to Users on 05 Checks, Microsoft's decision to remove the antipiracy "kill switch" from Vista and Windows Server 2008 was driven by complaints from IT managers who leared that it might cause their systems to stop functioning properly.

78 Shark Tank: A Boy Scout of a pilot fish comes up with a backup plan that features paper cups, string and dental floss.

III ALSO IN THIS ISSUE Letters Company Index 7 Inside

COMPUTERWORLD

Our annual awards program honors the med and women driving strategy and innovation in top-tier IT departments. This syear's class is simplifying vendor relations, consolidation systems and streamlining IT infrastructure t

2008

6 Rewards Will Follow Editor's note: Den Tennant says that elite IT leaders know that the best career choice is to do the right thing for the right reasons.

Inside Their
Project Portfolios
The visionary efforts of this year's Pre-

mier 100 honorees showcase the leadership skills that have put them at the top.

34 HOT PROJECTS
IT leaders at three companies broke
down communication and departmental

barriers to get cutting-edge projects off the ground.

40 LEAN PROJECTS

Four projects designed primarily to shave expenses ended up delivering big returns on investment under assertive IT leaders.

46 POWER PROJECTS
Three infrastructure updates with farreaching implications succeeded thanks

reaching implications succeeded thanks to sharp execution by IT leaders.

52 JUMBO PROJECTS

IT leaders at three companies kept up with multiple stakeholders and deadlines to keep massive projects on track.

58 TOP PROJECTS

Three IT leaders find that succeeding in nonprofit or public-sector careers requires determination and diplomacy.

64 The 2008 Honorees
Find the full list of this year's Premier 100
IT Leader honorees.

74 The Premier Agenda
The purchasing, hiring and project priorities for this year's Premier 100.

80 It's Simply Politics Frankly Speaking: Frank Huyes finds that this year's honorees keep projects simple by staying on top of them politically.

The builded to con-	
can be fortist of	

to after years 100 H 2000 to 200d

L-aders Contered March 9-11, 2008 Otlando, Vict

No.



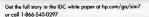
KEEP DOWNTIME WHERE IT BELONGS: OUTSIDE THE OFFICE.

The HP Probant D1380 G5 server comes with Systems Imagin Manager (SMM) software HP SIM has shown on according reduction in server downtime of 77 - by monitoring your system and alterning you of potential server problems believe they occur Tables for the better by according to the problems.



Xeon

Quad-core. Unmatched.





ThisWeek



Iranians Claim to Have Built Opteron-based Supercomputer

A high-performance computing research center in Tehran says on its Web site that it used AMD Opteron processors to build Iran's most powerful supercomputer. That raises questions about how the center might have obtained the chips, since U.S. trade sanctions bar the sale of U.S.-made computer technology to Iran. computerworld com/herdwere

Zune 2.0: Still **Playing Catch-up** The second-generation Zune is the media player Microsoft should have

released last year. It's a good product, but not a compelling one. computerworld.com/ mobilewireless



Should Your Company 'Crowdsource' Its Next Project?

Crowdsourcing is the technique of taking a project and outsourc it to a large group of people via an open call. It can also be a way to get free user feedback and satisfy consumers' demands. computerworld.com/outsourcing

Review Roundup: Invasion of The Ultrasmall Desktop PCs

The newest ultrasmall computers are good options in ho and small offices where space is tight – if you can live with a few trade-offs, computerworld.com/hardware

Blog Spotlight

Where's Facebook's **Ethical Beacon?**

Mitch Betts is tired of Web 2.0 execs perpetrating massive privacy abuses – in a desperate bid to "monetize" the Web – and then issuing the Big Dramatic Apology. Here's his rant. http://blogs.computerworld.com/betts

Everyone has a favorite first computer. Some hobby ists even still use them - but not everyone will write a song about them. Here's a boy band that did

ONLINE DEPARTMENTS wedge Centers

computerworld.com/ne computerworld.com/newsleth wsletter Subscriptions

We have one thing to say to everyone who believes a SINGLE platform can't change EVERYTHING about data management.

SAY HELLO TO

SIMPANA software suite

Singular Information Management.™ Infinite Possibilites.

What can a single, inganicusly efficient, infinitely scalable data management product hange about the way information is protocted, archived, managed, and accessed? In a word, evenything Say goodlye to shoothorning disparate products into infilliant, agencies patchive. "Saultons," Simpan software is a single product with application modules for Data Portection, Archive, Replication, Resource Management and Search—all bulk from the ground up, or a single code bear and platform. The Resal? Singular efficiency, flexibility, and scalability other products can only desim about, To ground with a software will change the way you think should data management, and about the groundbrasking new features and search capability in Simpana 7.0 software, visit www.commercualt.com today.

6/999-XZC Coverhold Spates, Nr. & Brights researed. Correlator, Ser "On' logo, Correlator, Spates, Solvey Frender, SSA Spages Information Management, Streen, Comvisió (Subay, And Othics or substantials or engineers develored all Convision) Science, i.e. & Hels the "Streen, i.e. And other "Internation, product, so revision service, convictor of their respective service, and the service of their respective service. All specifications and space for temperature develor services of their respective season.

OATA PROTECTION

- ARCHIVE

- REPLICATION

RESOURCE MANAGEMENT

► SEARCH



Don Tennant

The Rewards Will Follow

UST LIKE talented, experienced people, even the bestmanaged and most highly regarded organizations can lose sight of priorities and goals and end up scrambling means and ends in the process. In the struggle to deal with the myriad conflicting demands that we as individ-

uals and companies face, it's easy to find ourselves lapsing into priority drift.

That reality struck me last week as I was speaking with the president of an East Coast chapter of the American Society of Business Publication Editors (ASBPE), the professional organization that has honored Computerworld with dozens of awards over the years, including Magazine of the Year in 2004 and 2006 and Best Overall Web Publication in 2006. We were discussing an upcoming webinar I'm slated to participate in. the purpose of which is to inform our peers about the ASBPE awards program from the perspective of past recipients.

The organization had sent me a list of suggested discussion points, and I was surprised to see that one of the topics centered around these questions: "Does the publication or company develop specific editorial content with a view to winning awards? If so, what have been the results? Since entering award comment."

tions, have you changed the way you develop editorial content and research, write or edit articles?"

or edit articles?"
I told the chapter president that the questions
reflected a fongefulness
of purpose. I explained
that our success lies in an
approach that's based on
serving the needs of our
readers, which is the sole
determiner of our editorial
content. If we do that well,
the awards and recognition will naturally follow.

Our exchange was still top of mind when I read this week's coverage of the remarkable men and women in the 2008 class of Computerwork's Premier 100 IT Leaders. It also made me think about one of the judges who selected this year's class. Tony Caesar.

I first met Caesar, CIO of Head USA North America, at our Premier IOO confer-

I guarantee you this: What got him there wasn't the goal of receiving a medal Is that We as individence two years ago. It was a chance encounter in which Caesar expressed his admiration for the men and women in the Premier 100 class of 2006. I have no doubt that from that moment on, he dreamed of walking across that star

and having that medal draped around his neck. That dream came true just one year later, when Caesar was named to the 2007 class of Premier I00 IT Leaders. But I guarantee you this: What got him there wasn't the goal of receiving a medal. It was his determination to stay focused on the needs of his company and on serving his users. In his case, it was by means of shepherding a massive, game-altering warehous automation project. The honor was just a byproduct of the leadership and com-

mitment that drove the undertaking.
This year's class shares that focus and commitment. They know that when you do the right things for the right reasons, the rewards will other dimension to that awareness that warrants our attention. It was articulated in a discussion I had recently with Silicon Valley veteran Bill Coleman. one of the founders of BEA Systems. Coleman made a sublime observation in explaining the approach of his newest venture, Cassatt Corp., a utility computing start-up, "What we found," he said, "is that ROI isn't a driver for people to make transformative changes." Recognition of that ver-

the success of this year's class of Premier I00 IT Leaders. As Julia King writes in the anchor story of our package, "Without a doubt, streamlining IT saves companies big bucks. Yet cost savings aren't the primary force driving the IT simplification boom. What these and many other Premier 100 IT Leaders say they are striving for is nothing short of overall business transformation." Do the right things, and

ity is one of the secrets of

the ROI will follow.
All of us at Computerworld warmly congratulate this year's honorees for that maintenance of focus and for the accomplishments it yielded. Rewarding them was only natural. **Den Tennant is editorial director of Computerworld and InfoWorld. Contact him at don, tennant@ computerworld.com, and visit his blog at http://bloss.

computerworld.com/

tennant.



For us, it's about making sure you don't need one.

Power and cooling have become critical to effective IT management. But do you really need to know how to convert kilowatts to BTUs, or understand how resonant converter technology increases UPS efficiency?

With a network of local representatives that average more than 20 years of experience. Emerson Network Power and its Uebert power and cooling technologies make it easy to create a flexible IT infrastructure that delivers high availability and low cost of ownership. Download our white paper, Five Technologies Simplifying Infrastructure Management, and discover how Liebert technologies can make your job assiet, at experts filebert com-

Liebert expertise

, stunce has a coord why Ermer and Network Power is the global leader

EMERSON. Network Power

EMERSON. CONSIDER IT SOLVED."

COMPUTERWORLD

P.O. Box 9171, 1 Speen Street Framingham, MA 01701 (508) 879-0700

ried Director Don Tennent Alter In Chief Scot Finnie retive Editors Mitch Betts.

naging Editors Michele Lee DeFilipp duction), Sharon Machille (online). yn Director Stephenie Feucher erwa Editoro Kathleen Melymul rie Potter, Ellen Fanning (special

ler Editor isn Lamont (new media) or Nows Editor Craig Stedman es Editors Mike Bucken, Marian Proi ers Brian Fonceca, Sharon Gaudin, Matt Hamblen, Heather Havenstein, Gregg Kelz-Eric Lai, Linda Rosencrance, Patrick Thibodeau,

mur Vitayan, Todd R. Weis

nell Neverletters Editor David Rom manel Editors Johanne Ambrosio (servers and data centers), Angels Bunn (se Lucas Mearten (storage), David Ramel (netest Managing Editor Bob Revisor

of Projects Editor Joyce Carpe or at Largo Mark Hell or Nove Columnist Frank Hayes other April O'Connor ate Art Director Owen Edward erch Menager Meri Keele er Copy Editors Eugene Demptro

late Editor, Co e Manager Linda Gorgone Editoro Jamie Ecide, on Gralia, David Haskin

III CONTRACTS

ione numbers, e-meil add ses and report ble online at Computerworks.com see Contacts link at the bottom of the home page). Letters to the Editor Send to letters@ terworld.com, Include an address and number for immediate verification. es will be edited for brevity and clarity. 24-hour news tip hot line (508) 620-7716 Subscriptions and hack leases (866) 559 7327, cofformula.com) 290-5460, est. 150, computerwork

I LETTERS

IT Can't Do It All

As we CIOs "push back" and clearly define the services we are able to effectively provide, one trend remains persistent: Turning non-IT staffers into knowledge workers ain't happenin'! Thus, as we become more dependent upon IT-related solutions, more of the productive functionality of the enterprise will continue to fall upon the shoulders of IT by default ["All of IT's Spinning Plates Are Falling," Opinion. Oct. 291.

We have these three choices, as I see it: 1) Continue with the status quo and embrace eventual burnout/ heart failure, 2) find a way to develop the knowledge and skills of non-IT staffers, or 3) begin to absorb responsibility for full functionality of specific business functions within IT and optimize these processes.

I can't tell you which way this will go, but my broken plates are still full, and I'm pushing for option No. 2. III Robert M. Welker, CISSP. assistant vice president for IT services, Missouri Southern

State University, Joplin,

Walker-R@mssu.edu

Saving No. but Nicely

I've been through the "just say no" program with ITers who want a black-and-white answer ["No More Mr. Nice Guy," Opinion, Oct. 29]. Why, they wondered, can't we tell the customers "no" when it's a bad thing for the organization? Unfortunately, "no," often followed by "it's not our policy," comes across as rather final and harsh.

I finally got them agreeable to saying, "Yes, and . . . " (not "but"), followed by an explanation of the impact or cost of the request. We set a more positive tone by saying yes, and the customers appreciate the information about effects. Then they are able to decide whether the request is worth the cost or other effects, and if it isn't, they can back out graciously.

I support the concepts in the arti-

cle. Same message, different words. As the author, Paul Ingevaldson, said, it's all in the presentation. Wondy Saadi, project manager, city of Mesa, Ariz.

wendy.saadi@cityofmesa.org

I'm not sure what part of the world Ingevaldson is referring to, but in many companies, IT is already notorious for just saying no. Business people are often cowed by IT proonals who appear to have little or no concern for the needs of their company's business. Instead of saying no. IT must align itself with the businesses they support to achieve a genuine sense of shared objectives and priorities. Without that alignment, IT risks being viewed as cumbersome and dysfunctional. With it, IT departments will be rightfully seen as the engines of their companies' efficiency and competitiveness. E C.A. Bain, New York

Déià Vu With HP

The only operating systems that HP invented, MPE and subsequently MPE/iX for the HP 3000 platform. are also over 30 years old ["Open-VMS Still Has Road Ahead of It. HP Says," News, Nov. 5]. It is ironic that in 2001, a vice president from HP stood in front of an audience in Chicago's McCormick Place and said about MPE almost exactly what HP is saying about OpenVMS now. Some four months later, HP pulled

the plug on its own invention.

Does OpenVMS have a future? Perhaps. Will those certified as professionals on OpenVMS have to challenge HP to maintain their standing, as MPE certified professionals did? Probably, Would I be concerned? Hell, yes! It is ironic that in its 30th year of

advocating to HP on behalf of HP customers, Interex filed for bankruptcy. In journalism. -30- means "the end." Does -30- mean the same for OpenVMS? Only time will tell. Chuck Cleainski, senior Unix administrator, Frederick, Md.



Handles all your challenging documents without challenging your employees.

Kodak

The new Codek 1400 Series Scanness can handle very small documents, very long printeds and just about energibling in between Scann to line, enally, adultingly, ascerbable DFO or other common prictic functions with smart bouch simplicity. Thanks to the latest in resulting the code of the code

Innovation you can count on.

Perfect Page

TAKE THE HEAT OFF YOUR SERVER. AND YOU.

IBM System x3400 Express

OR \$45/ MONTH

IBM System x1 Express has a built-in intelligent cooling design that reduces heat in your server. So you can pack it with more memory. CPUs and hard drives when you need to. Maximizing every square inch of the server. And giving you more control over costs.

From the people and Business Partners of IBM: It's innovation made easy.

PN: 7975ECU Feeturing a Quad-Core Intel® Xeon* processor

Calibrated Vectored Cooling helps prolong system life by helping to keep internal components cool 2 GB of FBD PC2-5300 memory

Support for up to 8 hot-swi Serial Attached SCSI (SAS) or Serial ATA (SATA) hard disk drives (HDDs) with optional 4-pack upgrade

3-year on-site limited warranty² on parts and labor. An upgraded 3-year, 24x7, on-site repair with a 4-hour response is available PN: 21P2078, \$600.00



IBM SYSTEM x3650 EXPRESS \$2,599 (SAVE \$788)

OR SERVIMONTH

Features a Quad-Core Intel Xeon processor 4 GB of FBD PC2-5300 memory

Advanced power management and Calibrated Vectored Cooling help lower data center electricity and cooling costs Up to six 3.5" SAS or SATA HDDs or up to eight 2.5" SAS HDDs and

mai tape backup option for storage prote 3-year on-site limited warranty² on parts and labor. An upgraded 3-year, 24x7, on-site repair with a 4-hour response is available, PN: 21P2078, \$600.00

IBM SYSTEM STORAGE DS3200 EXPRESS \$4,199 (SAVE \$760)

OR \$111/MONTH!

External disk storage with 3 Gbps Serial Attached SCSI (SAS) interface technology



Easy to deploy and manage with the DS3000 Storage Menager Scalable to 3.6 TB of storage capacity with 300 GB hot-swappeble SAS disks Product includes an IBM SAS HBA controller and IBM 3m SAS cable Built-in reliability features with dual-redundant power supplies star

THE ULTIMATE BALANCE OF FLEXIBILITY AND PERFORMANCE.

PRICED RIGHT FOR SMALL TO MID-SIZED BUSINESSES.

IBM Express "Bundle and Save"



ibm.com/systems/cool 1 866-872-3902

1 EM Child Francing alterings are provided through EM Chald LLC or the Linux Same and other EM boundaries and divisions, excident for qualified commercial and government stationers. Must this payment, president are for Law culture recomplishing and positional field of the Local Law in it is not an account on a statement and involved and continued and particular distinctions were proposed promotion to purpose a proposed and in the continued and involved and interest a Toleranian PT Ber 1996, ART (AST 1976 Astrology LOCA ALC) Sild makes a representation or warming principles people products or warming strategy lands and a representation of warming people growth people products or warming strategy lands and a representation of warming people people people people and a strategy lands and a people if an additional charge IEM the IEM copy IEM business Assertage Symmetric and System Servage on proceedings of the United States and or Report of the United SM todemarks see ibm com fegal/uspytode share; miri and Xto be a common the common term of the common terms of the common t include a heart driver operating system or other leatures. Confuct your ISM representative or ISM Business Partner for the most current pricing as your geographic area. \$7,000 ISM Corporation, All orgins reserved.

News Digest

THE WEEK AHEAD

MONDAY: The Computer History Museum in Mountain View, Calif., marks the 25th anniversary of the Commodore Art with a panel discussion featuring Commodore International founder Jack Tramiel and Apple co-founder Steve Wozniak.

nee-day conference in New York on data reconciliation and scoppions management. The Weters USA 2007 conference dec takes place in New York; its agenda focuses on financial services IT issues.



PRIVACY

Facebook Fiasco May Lead to Closer Look at Online Privacy Issues

criticism that hit Facebook Inc.'s Beacon advertising service last week may, ironically, prove to be a positive development for the online privacy movement.

The Palo Alto, Calif.-based social networking company was forced to adjust the service Dec. 12, just days after CA Inc. researchers found that Beacon is far more invasive than advertised.

Launched in early November as part of the Facebook Ads program, Beacon by default tracks the activities of Facebook members on more than 44 participating Web sites and sends reports on those activities to the users' Facebook friends. Stefan Berteau, a senior

research engineer on CA's antispyware research team, said on Monday that Beacon is actually tracking the activities of both members and nonmembers on Facebook and its partner sites.

Complaints about CA's findings quickly prompted Facebook to allow users to fully turn off the system. "This Facebook debacle is in one way very good, because it shows people just what is happening," said Pam Dixon, executive director of the World Privacy Forum in Cardiff by the Sea, Calif.

"There are other sites and other places where very similar data arrangements exist, but it is all happening under the radar," Dixon added

In a statement, Facebook founder and CEO Mark Zuckerberg acknowledged the problems with the Beacon service.

"We simply did a bad job with this release, and I apologize for it," he said. "We've made a lot of mistakes building this feature, but we've made even more with

we've made even more with how we've handled them." Kathryn Montgomery, professor of communica-

tion at American University in Washington, said that Facebook's move to let users turn off Beacon will not radically change corporate online marketing strategies.

"These companies," she said, "are continuing fullsteam ahead with a new generation of intrusive marketing practices based on unprecedented levels of data collection and personal profiling."

- Heather Havenstein and Jaikumar Vijayan, with Juan Carlos Perez of the IDG News Service

Microsoft, Testing Firm Bicker Over Benchmark

partition have to steep fire any fraiding fact. I will find that any common possible of Window XP ran free containing possible of window XP ran free contains a fact and any version of Window V states and All Mick White a Vista pr

Devil Mountain says its tests also showed that Vista SP1 isn't significantly faster than the first release of the operating system.

at the performance of the dates as shift for more plant if and that publishing the morthwhile exercise surfama Barth, Devilourlains other technology buttains other technology bose, said the versions of e Vista and XP update. That

nminencimarkerwick, argame forte-ting "Wi "Thave an ugenda e d "Weir - stirying t it informat in rufflers opens krizer SOFTWARE

SAP Unveils Web 2.0 Look for Its CRM Tool

AP AG, looking to reduce the complexity of its customer relationship management software, last week unveiled an upgrade that adds support for Web 2.0-style user inter-

faces.

Bob Stutz, president and general manager of global strategy and product development at SAP, said developers spent more than 18 months interviewing users of its CRM software at 100 large companies to determine how best to use Web-style

interfaces.

"We're trying to bridge
the gap between a cool,
user-driven Web application and an enterprise
software application,"
said Stefan Haenisch, vice

president of CRM product management at SAP. Stutz described the upgraded CRM 2007 offering, introduced at a press conference at the company's SAP Influencer Sum-



mit here, as "comparable" to Google Inc.'s iGoogle personalized portal application.

Ray Wang, an analyst at Forrester Research Inc., said the upgrade improves the product's user interface, but he added that it still pales in comparison with the latest CRM offerings from Oracle Corp., Microsoft Corp. and Salesforce.com Inc.

"What [SAP] has built is a great start, but I think some of the work we've seen from Oracle in terms of visualization and [other capabilities] is much more Web 2.0-centric," Wang said. "We've seen things from Oracle that really take advantage of that."

David Macauley, senior vice president of CRM at Munich-based Siemen SAG, said his firm plans to replace more than 500 separate customer relationship management systems with the SAP CRM software by mid-2008.

The consolidation is part of the company's decision to take a "much more serious" view of CRM technology, he said.
"The Web user interface

would definitely attract users as opposed to repel them, which was the case before," Macauley said. "The more flexible you can

"The more flexible you can make a system, the more beneficial it is to doing your daily work."

He noted that Siemens plans to complete the first phase of the SAP upgrade in mid-2008. Stutz said the CRM 2007

Stutz said the CRM 2007 software is now available in packaged and hosted versions. He declined to disclose pricing for the upgrade.

- Brian Fonseco

Short Takes

adam of laying column stigaments of its paid con-Opterior proessors after finding a be on the chip's keed. If me the carbe that caused system problems. The column move stated to ship ear next year, a few months but if his operation.

hasponericheduled its positionen Professional Developrrs Conference to late October 2008. In May the company canceled it to tober 2007 conference in allow for further development of 2008 version of Windows Server, 501. Server and Visual Studio.

About 1 400

pplicants have been armed that their Social ecurity numbers may ave been stolen after ackers gained access to ata on the school's Web te The incident was disavered early this month

> tle start-up vider of Web-based having services for net and mobile video ss. audio and bloos

BIOTECHNOLOGY

Moth-based Robot May Lead to 'Hybrid' Computers

A scientist who successfully connected a meth's brain to a rubot predicts that "hybrid" computers running a combination of technology and living organic tissue will be available in 10 to 15 ways.

The move to use the moth came for Charles Higgins, an associde professor at the University of Prizons in Tucson, estimated the est of building a computer chip hat could process visual images to a brain can.

Each chip, he said, would likely cost \$60,000 to build. "At that price, I thought I was getting lower quality than I was just accessing the brain of an insect, which costs, we



obot is guided by the

or an and eyes of a moth cit. tall meth-based robot on hooks may be pushing the chaology envelope today, but is just the seed of what can be done when combining living sees with computer compoerts. His other said. "Computers now are ... not good at being flexible or interacting with other users," be said. "There may be some way to use biological computing to

seem more intelligent."
Higgins noted that he has
so plans to "hook up primate
brains to a robot."

"There's the possibility," he dded, "when you start to tap to brains, for all sorts of evil

- SHARON GAUDIN

There are **Bigger** IT Outsourcing Companies





But not **Better**

For 20 years, clients have outsourced their IT to CompuCom and benefited from cost reductions

up to 50 percent, enhanced quality and superior value. These remarkable accomplishments

are made possible by CompuCom's unique Integrated Infrastructure Management** (IIM)

solution that combines IT life cycle management, effective service delivery, and a world-class

help desk to eliminate the complexities of infrastructure management.

The result: Tier-one service quality at a tier-two price.

Learn more at compucom.com

IT WORKFORCE

H-1B Cap Issue Gets Aired In Iowa as Caucuses Near



ARY SCHOLTEN, CIO at Principal Financial Group Inc. in Des Moines, has met with three of the Democratic presidential candidates who are campaigning in Iowa as the state's Jan. 3 caucus approaches. Candidates often visit Principal's offices. giving Scholten a chance to relate his IT workforce concerns directly to them. Scholten said last week

that he wants to see improvements in science and technology education and changes in U.S. immigration policies. Although Principal has hired foreign IT workers with H-IB visas in the past, it hasn't done so recently because of increased competition for the available visas.

But Scholten said he's more concerned about the impact that the annual visa cap has on smaller businesses. "The entrepreneurial companies are going to be hurt first, and that's where a lot of the economic growth comes from," he said

On the other side of the debate is Dante Vignaroli, a mainframe developer for more than 30 years who says that he lost his job to an H-IB worker in 1999. Since then, he has mostly done contract work.

The candidates aren't

knocking on Vignaroli's door, but that isn't stopping him from trying to meet with them to talk about the effects of the H-1B program on workers like him. "You don't just lose your job," he said. "It's like your whole country betrays you."

- Patrick Thibodeau

BETWEEN THE LINES

By John Klossi



"I'M THINKING of DROPPING MY SOCIAL NETWORK, BUT I'M WATTING FOR THEIR RECOMMENDATIONS FIRST." -----

Global



WHEN INFORMATION AVAILABILITY MATTERS



Windows, Linux Servers Chip Away at Unix

The operating system mix in data centers is changing, and Unix revenues are dropping — but only slowly. **By Patrick Thibodeau**



N GARTNER INC.'S forecast for the server operating systems market, there's nothing listed under the category of emerging products. And although the market is by no means static, the pace of change inside many corporate data centers is slow-

rate data centers is stow. Windows and Linux are growing both in terms of importance and in terms of the number of installations within data centers, croding Unix's share of the server operating systems market, Gartner analysts said at the consulting firm's annual data center conference in Las Vegas late last month.

But the decline of Unix is happening at a glacial pace: Gartner predicts that world-wide Unix server revenue will drop from \$16.4 billion this year to \$16.6 billion in 2012. That's partly because a push by IT managers to reduce the number of operating systems they need to support may not be as easy support may not be as easy.

to pull off as it sounds. Frank Muller, senior director of technology and infrastructure support at HealthPartners Inc. in Bloomington, Minn., is among the users with an IT simplification mind-set. And there's a good reason for that: HealthPartners, a notfor-profit health care organization with about 640,000 members in Minnesota and four other states, runs the AIX and HP-UX derivatives of Unix as well as Windows. Linux and a mainframe system in its data center.

About 18 months ago, when Muller asked the developer of one application that was running on Hewlett-Packard Co.'s HP-UX to port it to IBM's AIX, the software vendor complied with the request.

Continued on page 18

Microsoft

A Global Hotel Company Analyzing 1.4 Million Records a Day.

How does Hilton forecast demand for its 370,000 rooms and its catering services? They import data from six and its catering services? They import data from six

How does Hilton forecast demand for its 370,000 rooms and its catering services? They import data from six systems into one data warehouse requiring 7 million rows, and running on SQL Server²² 2005 with 99,98% uptime? See how at microsoft.com/blgdata

SQL Server

M OPERATING SYSTEMS

Continued from page 16
But Muller said he recently moved the application
back to RP-UX because he
couldn't get a commitment
from the developer for longterm support of the software
on AIX. "If the vendor isn't
there from an application
point of view, I don't think
you'll make much headway"
on reducing the number of
operating systems used in
data centers, he said.

In an electronic poll during one session at the daring one session at the darcenter conference, attendees were asked about their server operaling system plans. Of those who responded, about 40% said they were reducing the number of supported operating systems in their data centers. An equal percentage said they were maintaining the current mix, while the remaining 20% said they planned to add new operating systems.

In general, Gartner analyst John Enck said, users
"want less complexity, and
[they] want fewer operating
systems." But he added that
for now, at least, the major
vendors of Unix machines
— HP, IBM and Sun Microsystems Inc. — continue to
sell plenty of servers based
on that operating system.

on that operating system.

"Nobody is achieving great growth, but nobody is dying," Enck said. "There is stability."

In contrast, sales of Windows and Linux servers are on the increase, thanks to the growing use of x86based systems for workloads that were once handled by Unix machines built around the hardware vendors' own RISC processors. According to Gartner's market forecast, Windows server sales will total \$18.6 billion this year and rise to \$22.2 billion by 2012. The firm predicts that sales of Linux-based masales of Linux-based machines will grow from \$8.6 billion to \$12.2 billion over the same period.

Gartner expects the total market for server operating systems this year to be just over \$54 billion, which includes \$9.5 billion from an "other" category that encompasses technologies such as OpenVMS, NetWare, mainframe operating systems and older versions of Unix.

NO RUSH TO SIMPLIFY As Muller's experience at

HealthPartners demonstrates, applications are a big reason why data centers likely will continue to support a variety of operating systems. It is not only because wendors may be relutant to support their applications on some operating systems. It is also the consequence of users wanting to match their processing workloads to the best technology for the job at hand. In addition, some IT managers said that cutting Unix out of the picture could hurt users in the long run.

For instance, Jerry Cohen, director of IT at a large company that he asked not be identified, said that too much data centre simplification could stifle the impetus for innovation among vendors. Coben added that if a company standardizes on a single operating system, "your IT shop becomes status quo for eternity, and that will never drive the price down."

Also curbing the desire to simplify data center installations is the fact that server vendors now offer multiple operating systems on common chip architectures, making hardware support less complex for users.

As an example, IBM's System i hardware line, which features the i5/OS operating system, now uses the same Power processors as the

Data Center Division

Projected 2007 market share of server operating systems, based on worldwide server sales



Iotal Market: \$54

company's System p Unix servers do. And HP offers HP-UX as well as OpenVMS and its NonStop faulttolerant operating system on servers based on Intel Corp.'s Itanium processors.

For now, the relative stability among server operating systems is a fact of life for Kevin Piombo, manager of a Windows hosting environment for the California Department of Technology Services. The DTS provides IT hosting services for other California agencies, and its data center supports a broad range of operating systems.

There is "a lot of business need for specific platforms, and a lot of legacy applications that people don't have the time or money to [replace]," Piombo said.

He added that maintaining technologies such as IBM's MVS mainframe operating system creates another set of issues

— namely, finding enough people to handle the system operation duties. Many of the MVS operations personel at the DTS are retiring, said Piombo, who thinks that the IT agency will have to hire a third-party firm to manage its mainframes in the future.

IT Execs Eye Virtual Path

LAS VEGAS

where Linux was five years ago inside data centers. If managers said at the Barrier data center conference here they're investigating or testing virtualization software – and in some cases, already expanding their use of it.

For instance, Reid Enstern, director of shared

some cases, areany expanding their use of it.

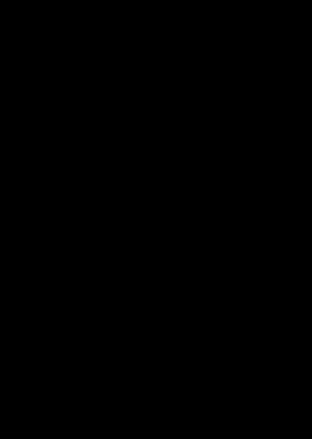
For instance, Reid Engstrom, director of shared technical services at their properties at the Milwanker-based motor cycle maker is using virtualization to combine hundreds of servers that previously had utilization rates of engly about 5% onto a smaller number of instrictal services as the combine services of servers that previously had utilization rates of only about 5% onto a smaller number of instrictal systems.

about 5% onto a smaller number of physical systems. That is speeding up application provisioning and making it possible to shift workloads between servers as needed. "We're more flexible," Engstrom said.

Some end users are "very uncomfortable a first," with a shared application environment, he cautioned But he added, the IT staff is winning them over by "building up some good success stries." David salbego, manager of Unit and opperations services at the Argonne Mational Laboratory in Argonne, III. agreed with the builds assessments of virtualization's potential. "I think it's geing to be even bloom than it is

today," Salbego said. "Suddenly, the operating system is no longer a barrier to how you manage things."

PATRICK THIBODEAU



M OPERATING SYSTEMS

Continued from page 16
But Muller said he recently
moved the application
back to RIP-UX because he
couldn't get a commitment
from the developer for longterm support of the software
on AIX. "If the vendor isn't
there from an application
point of view, I don't think
you'll make much headway'
on reducing the number of
operating systems used in

data centers, he said. In an electronic poll during one session at the data center conference, attendees were asked about their server operating system plans. Of those who responded, about 40% said they were reducing the number of supported operating systems in their data centers. An equal percentage said they were maintaining the current mix, while the remaining 20% said they planned to add new operating systems.

In general, Gartner analyst John Enck said, users "want less complexity, and [they] want fewer operating systems." But he added that for now, at least, the major vendors of Unix machines — HP, IBM and Sun Microsystems Inc. — continue to sell plenty of servers based

on that operating system.

"Nobody is achieving great growth, but nobody is dying." Enck said. "There is stability."

In contrast, sales of Windows and Linux servers are on the increase, thanks to the growing use of x86based systems for workloads that were once handled by Unix machines built around the hardware vendors' own RISC processors. According to Gartner's market forecast, Windows server sales will total \$19.6 billion this year and rise to \$22.2 billion by 2012. The firm predicts that sales of Linux-based masales of Linux-based machines will grow from \$8.6 billion to \$12.2 billion over the same period.

Gartner expects the total market for server operating systems this year to be just over \$54 billion, which includes \$9.5 billion from an "other" category that encompasses technologies such as OpenVMS, NetWare, mainframe operating systems and older versions of Unix.

NO RUSH TO SIMPLIFY As Muller's experience at

HealthPartners demonstrates, applications are a big reason why data centers likely will continue to support a variety of operating systems. It's not only because vendors may be reluctant to support their applications on some operating systems. It's also the consequence of users wanting to match their processing workloads to the best technology for the job at hand. In addition, some IT managers said that cutting Unix out of the picture could hurt users in the long run.

seers in the long ruin. For instance, perry Cohen, director of IT at a large company that he asked not be identified, said that too much data center simplification could stiffe the impetus for innovation among vendors. Cohen added that if a company standardizes on a single operating system. "your IT shop becomes status quo for eternity, and that will never drive the price down."

Also curbing the desire to simplify data center installations is the fact that server vendors now offer multiple operating systems on common chip architectures, making hardware support less complex for users.

As an example, IBM's System i hardware line, which features the i5/OS operating system, now uses the same Power processors as the

Data Center Division

company's System p Unix servers do. And HP offers HP-UX as well as OpenVMS and its NonStop faulttolerant operating system on servers based on Intel Corp.'s Itanium processors.

tel Martet: \$54.9

For now, the relative stability among server operating systems is a fact of life for Kevin Piombo, manager of a Windows hosting environment for the California Department of Technology Services. The DTS provides IT hosting services for other California agencies, and its data center supports a broad range of operating systems.

There is "a lot of business need for specific platforms, and a lot of legacy applications that people don't have the time or money to [replace]," Plombo said. He added that maintain-

IBM's MVS mainframe operating system creates another set of issues — namely, finding enough people to handle the system operation duties. Many of the MVS operations personnel at the DTS are retiring, said Plombo, who thinks that the IT agency will have to hire a third-party firm to manage its mainframes in operating the state of the state of

the future.

ing technologies such as

IT Execs Eye Virtual Path

LAS VEGAS years intuitivation to see the property of the prope

making a possible far shift with Audit Services as needed. "We've more they as needed." We've more they are the are the they are the they are they are they

"Salbego said "Soit the operating system onger a barrier to hov anage things

Innovations by InterSystems

Embed the fastest database.



For software developers secking competitive advantages, Interlystems Caché makes applications more valuable by increasing their speed and exability, while decreasing hardware and administration requirements. This is the fastest database engine you can put in our applications, and its the only database that gives you the combined benefits of object and relational technologies. Thanks to its innovative architecture, Caché spares Java and .NET programmers a lot of tedious work by eliminating the need for object-relational mapping. Caché is available for Unix, Linux, Windows, Mac

OS X, and OpenVMS – and it supports MultiValue development. Caché is deployed on more than 100,000 systems worldwide, ranging from two to over 50,000 users. Embed our innovations, enitch your applications.

Make Applications More Valuable

Download a free, fully functional, no-time-limit copy of Caché, or request it on CD, at InterSystems.com/Cache28A

ICROSOFT CORP. last week said it's removing the socalled antipiracy kill switch from Windows Vista and Windows Server 2008 — a decision driven by complaints from IT managers about the prospect of systems suddenly being unable to function properly.

The first release of Windows Vista goes into a reduced-functionality mode if it isn't activated via a valid software license key within 30 days of being installed on a PC, or if it gets fingered as counterfeit software by Microsoft's Windows Genuine Advantage (WGA) activation and validation system.

But in the Service Pack I. (SPD) update to Vista, due in next year's first quarter, Microsoft will replace the reduced-functionality mechanism with a less harsh one. Under the new approach, users flagged by WGA will see recurring pop-up windows reminding them that they need to activate Vista or buy valid conjes of the software.

Microsoft said it will use the same technique in Windown Server 2008, which is scheduled to be launched in late February. Last week, the company issued Release Candidate I versions of both Vista SPI and Windows Server 2008, one of the last steps before it clears them for manufacturing.

As is often the case with Microsoft products, many corporate customers are waiting for Vista SPI before they start upgrading their PGA. Alec Kocchis, Microsoft's senior product manager for WGA, said negative feedback from such users prompted the software vendor to do away with the reduced-functionality mode.

"In some cases, it was a simple reaction to the! com-

Microsoft Bows to Users on OS Checks

Complaints by IT execs prod the vendor to kill the 'kill switch' in Vista and Windows

Server 2008. By Eric Lai and Elizabeth Montalbano



cept, as in, "We don't like this," Kochis said. IT managers voiced concerns that business activities would be hampered if PCs stopped working because of activation or validation problems, he noted. Some also said they were worried about the complexity of successfully

activating a large number of end users on Vista at once. John LaBrue, operating

one Labrue, operating systems administrator at OGE Energy Corp. in Oklahoma City, said that WGA has erroneously branded a few of OGE's copies of Vista as pirated software. That's one of the reasons why the

utility and pipeline operator has been hesitant to deploy the new operating system, LaBrue said. Only about 100 of OGE's 3,000 PCs are run-

ning Vista at this point. Jim Prevo. CIO at Green Mountain Coffee Roasters Inc. in Waterbury, Vt., said via e-mail that Microsoft's decision to eliminate the reduced-functionality pen alty is a positive step. "Enterprise users like us face major challenges in deploying, maintaining, securing, upgrading and retiring applications and [IT equipment]," he wrote. "Anytime a critical supplier can make our job easier or more predictable, it's helpful for us."

On the other hand, Prevo added, Microsoft deserves to be fairly compensated for its software and has the right to protect its intellectual property. "I empathize with Microsoft sposition and fully appreciate why they would try to deploy more rigorous enforcement [measures]," he wrote. "It's all a balancing act."

Stanking as the license-validation checks and Microsoft's broader antipiracy efforts are working. The rate of piracy on Vista is half what it was on Windows XP during the same stage of that operating system's life cycle, he said.

But LaBrue, for one, still has issues with Microsoft's antipiracy mechanisms. He also cited concerns about the complexity and potential liability of using Microsoft's key management service (KMS) software, a volume activation technology aimed at large customers. LaBrue said that killing off the reduced-functionality mod in Vista "doesn't really make KMS more attractive." Montalbane writes for the IDG News Service.

Squirrels don't remember where they hide their nuts.

They're not looking in the right places for what they need. But you can With proven information management software from SAS.

www.sas.com/squirrels







THE BIGFIX 2008s ARE IN

BIGFIX Discovery 7.0 specifications

Power

Draju

Dopkernest

Compresson

Tonismoon

Acolerbia

Vicwing Radius
Height/Width 128

Test Data Verified in Battle We are pleased to announce BIGFIX Discovery 7.0, available for immediate delivery. Now you can conquer your IT time and

space with real-time visibility and control across hundreds of thousands of servers and endpoints in minutes! Yes

endpoints in minutes! Yes minutes. With The Ultimate IT Machine's 1-server-to-200.000-

At your site. Which is why they're running scared. Really scared.

endpoint ratio, you'll experience unmatched performance & economics. Not just "Big" intergalactic! And contrary to what you need with LANDesk/Microst/McAfee/Symantec et al. the new BigFix Distributed Server Architecture eliminates fleets of servers and armies of consultants. Best of all, BigFix Discovery 7.0 can even show you what those guys are (NOT) really doing for you on all your computers.—Windows, Vista, even Linux/Vink, and Mae systems. And we'll prove fit free.

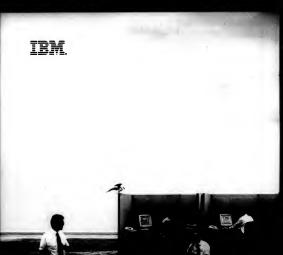
Schedule a free test drive to show how fast we hyperpower you at www.bigfix.com/discovery7, or call 510-652-6700 www.bigfix.com/di



COMPUTERWORLD

They're simplifying IT and showing the business how to innovate.

Foshiba, IBM, Hewlett-Packard, Sony, Compaq, Nan c., in vendor, and five years ago. Constellation I nergy had us computing hardway. The same was true for software and business processes. At one port, the Baltimore-based company had at least 19 different 11 prich sate processes. Today, says C1O Wyrine Hayes, it has just one





_INFRASTRUCTURE LOG

DNY 84: Feeling really disconnected. We're not getting the most out of our existing assets. Service and application integration is a nightmare. Our connections are restrictive. We've got to stop working on these islands.

_Please rescue me from this lack of connectivity.

_DAY 87: I've taken bock control with IBM WebSphere solutions. Now eron service-enable and comect our existing assets for missian-critical goals. We can reuse existing applications and save money by eliminating redundant systems. Now we're ready for any 50A integration project.

_Plus, na more jellyfish stings.

Download the enterprise service bus white paper at:
IBM.COM/TAKEBACKCONTROL/CONNECT



At DreamWorks Animation SKG Inc., artists used to be confined to working only on projects under way at their own sites. But the big IT initiative this year has been consolidating a sprawling infrastructure into a single, virtual computing cluster. Now, digital artists can work on multiple projects regardless of their geographic location.

And at Verizon Wireless, running more than a dozen billing systems had made it impossible to offer all customers the same products and services and a consistent level of support. But this year, the company winnowed its 13 billing systems to a single one that supports 62 million customers and 30,000 call center agents across the country.

The project is in line with CIO Ajay Waghray's "less is more" philosophy and the latest in his long-term drive to streamline all IT at the \$38 billion company. One major benefit: Having a single billing system reduces operating costs by 15% to 20%, saving Verizon a

whopping \$20 million a year. Without a doubt, streamlining IT saves companies big bucks. Yet cost savings aren't the primary force driving the IT simplification boom. What these and many other Premier 100 IT Leaders say they are striving for is nothing short of overall business transformation. Simplifying vendor relations, consolidating systems and streamlining IT infrastructure clears a direct path to business process innovations, consistent operational excellence and overall market agility.

"The idea is to take the repetitive things and make them standard so that we can add value," says Constellation Energy Group Inc.'s Haves, 45. For example, by standardizing purchasing processes, "we can move buyers around, and they can learn about buying different commodities. We can also move business people around. and they don't have to learn a whole new set of rules each time they move." she says, "We definitely have become much more productive and much more agile from a business perspective."

Hayes herself is an example. Prior to moving into her current post as chief technology officer of corporate applications, she served as CIO at Constellation Generation Group LLC.

REMOVING THE RED TAPE

At Corporate Express US Inc., a \$5 billion supplier of computer and office supplies in Broomfield, Colo., the mandate to streamline came from the top.

"Our CEO came out with a tag line to 'simplify and sell' as a way to motivate the whole organization to eliminate overhead and tasks that don't really contribute to our customers' experience and are really just more red tape," explains Doug LaVelle, 42, director of business relationship management. LaVelle's group of business relationship managers was established as the sole point of contact between IT and the company's business functions.

We're trying to eliminate the business [units] having to understand the structure and organization of IT and find their way to the right person to help with

"We're trying to eliminate the business funits) having to understand the structure and organization of IT and find their way to the right person to help with their problem," LaVelle says. Relationship managers work with the business people to streamline processes and ascertain their technology requirements. After that, they work oneon-one with software developers and IT architects in the IT organization.

their problem.

"We sit in on weekly team meetings in operations, finance and sales, and we sit in on their meetings with their directors and senior executives to un derstand their strategic needs," LaVelle explains. "We're also responsible for building out the strategic road map. We understand where finance and sales and operations all want to go, so we bring that together in the [IT architecture]."

When Corporate Express acquired two companies in 2006 to expand into the facilities supplies market, the business relationship management group reduced a huge, multimillion-dollar business-IT integration program of 30 projects to 15 core programs.

"The key success of the program was that we were able to go back and spend additional time analyzing the requirements, benefits and efforts with both the business and IS stakeholders." LaVelle says, "This resulted in our senior leadership being presented with a roughly 50% reduced scope while still delivering the core business needs," all of which worked to integrate the new

businesses much more quickly. OPTIMIZING PROCESSES

At Verizon Wireless, Waghray, 45, maintains that IT simplification has to start with business process simplifica-

tion - by far the greater challenge. Consolidating 13 billing systems "sounds like a huge technical challenge," he says. "But the overriding thing was always to align with the business goals, which above all else is to provide customers with a consistent experience."

In addition to moving to a single system, the company had to set up a single billing organization to replace two billing departments. Legacies from two premerger companies, those departments operated under different management styles and used different development processes.

"The key is innovating and optimizing business processes," says Waghray, and he set out to do that under an aggressive timeline of 12 to 18 months. He formed teams from the two billing groups to compare methodologies and processes, and he incorporated the best practices into the new organization.

Waghray also met with department directors every two weeks to plan and evolve the new organizational structure. That included assigning employees to teams based on their skills, potential and interests. As one of the final decision-makers, he also participated in weekly calls to ensure timely decisions and full alignment between

Continued on page 30



Continued from page 23

At DreamWorks Animation SKG Inc., artists used to be confined to working only on projects under way at their own sites. But the big IT initiative this year has been consolidating a sprawling infrastructure into a single, virtual computing cluster. Now, digital artists can work on multiple projects regardless of their geographic location.

And at Verizon Wireless, running more than a dozen billing systems had made it impossible to offer all customers the same products and services and a consistent level of support. But this year, the company winnowed its 13 billing systems to a single one that sunports 62 million customers and 30,000 call center agents across the country.

The project is in line with CIO Ajay Waghray's "less is more" philosophy and the latest in his long-term drive to streamline all IT at the \$38 billion company. One major benefit: Having a single billing system reduces operating costs by 15% to 20%, saving Verizon a

whopping \$20 million a year. Without a doubt, streamlining IT saves companies big bucks. Yet cost savings aren't the primary force driving the IT simplification boom. What these and many other Premier 100 IT Leaders say they are striving for is nothing short of overall business transformation. Simplifying vendor relations, consolidating systems and streamlining IT infrastructure clears a direct path to business process innovations, consistent operational excellence and overall market agility.

"The idea is to take the repetitive things and make them standard so that we can add value," says Constellation Energy Group Inc.'s Haves, 45. For example, by standardizing purchasing processes, "we can move buyers around, and they can learn about buying different commodities. We can also move business people around. and they don't have to learn a whole new set of rules each time they move." she says. "We definitely have become much more productive and much more agile from a business perspective."

Hayes herself is an example. Prior to moving into her current post as chief technology officer of corporate applications, she served as CIO at Constellation Generation Group LLC.

REMOVING THE RED TAPE

At Corporate Express US Inc., a \$5 billion supplier of computer and office supplies in Broomfield, Colo., the mandate to streamline came from the top.

"Our CEO came out with a tag line to 'simplify and sell' as a way to motivate the whole organization to eliminate overhead and tasks that don't really contribute to our customers' experience and are really just more red tape," explains Doug LaVelle, 42, director of business relationship management. LaVelle's group of business relationship managers was established as the sole point of contact between IT and the company's business functions.



We're trying to eliminate the business funits] having to understand the structure and organization of IT and find their way to the right person to help with their problem.

"We're trying to eliminate the business funits) having to understand the structure and organization of IT and find their way to the right person to help with their problem," LaVelle says. Relationship managers work with the business people to streamline processes and ascertain their technology requirements. After that, they work oneon-one with software developers and IT architects in the IT organization.

We sit in on weekly team meetings in operations, finance and sales, and we sit in on their meetings with their directors and senior executives to un derstand their strategic needs," LaVelle explains. "We're also responsible for building out the strategic road map. We understand where finance and sales and

operations all want to go, so we bring that together in the ITT architecturel."

When Corporate Express acquired two companies in 2006 to expand into the facilities supplies market, the business relationship management group reduced a huge, multimillion-dollar business-IT integration program of 30 projects to 15 core programs.

"The key success of the program was that we were able to go back and spend additional time analyzing the requirements, benefits and efforts with both the business and IS stakeholders. LaVelle says. "This resulted in our senior leadership being presented with a roughly 50% reduced scope while still delivering the core business needs," all of which worked to integrate the new businesses much more quickly.

OPTIMIZING PROCESSES

At Verizon Wireless, Waghray, 45. maintains that IT simplification has to start with business process simplification - by far the greater challenge.

Consolidating 13 billing systems "sounds like a huge technical challenge," he says. "But the overriding thing was always to align with the business goals, which above all else is to provide customers with a consistent experience."

In addition to moving to a single system, the company had to set up a single billing organization to replace two billing departments, Legacies from two premerger companies, those departments operated under different management styles and used different development processes.

"The key is innovating and optimizing business processes," says Waghray, and be set out to do that under an aggressive timeline of 12 to 18 months. He formed teams from the two billing groups to compare methodologies and processes, and he incorporated the best practices into the new organization.

Waghray also met with department directors every two weeks to plan and evolve the new organizational structure. That included assigning employees to teams based on their skills, potential and interests. As one of the final decision-makers, he also participated in weekly calls to ensure timely decisions and full alignment between

Continued on page 30





_INFRASTRUCTURE LOG

_DAY 69: All we need is one specific piece of info, Gil almost had it, but his hand cramped. How are we supposed to find trusted business info when these massive volumes of disparate, conflicting information keep pouring in?

_Gil just grabbed a stuffed panda.

_DNY 71: The answer: IBM solutions for leveraging information. Now we can cleanse info and standardize source data fields for consistency and accuracy. I can create a single, comprehensive and accurate record of info across our source systems. Finally, I can provide a unified, trusted view of our information so everyone can make better decisions.

Our view of our data is now scalable. Just in time — I think we ran out of quarters.

Download the Innovation and Competitive Advantage white paper: IBM.COM/TAKEBACKCONTROL/ACCURATE Continued from page 27 IT and the business.

"The whole thinking was that less is more. That means fewer applications to manage, fewer rules of engagement, fewer touch points for customers." Waghray says. "Billing systems are the keepers of all of the customer data and rules of engagement. To simplify the customer experience, you've got to simplify the customer experience, you've got to simplify what you're servicing."

sample, but the several members associated with a single system serving millions of sub-scribers is "amazing." Waghray says. "You can roil our products and services much quicker. As you optimize consolidation, it makes fault totalerance and high availability easier, too. And it allows for easy and consistent customer experience, because regardless of how a customer contacts the company on the control of the

MORE MOVIES, FASTER

At DreamWorks, streamlining IT to create a single virtual studio environment enables the company to roll out new movies faster than competitors.

new movies faster than competitors.

"Before, we could release about two
pictures every year or so," says Derek

We're reaching a scale no one else has been able to do. When we ended up building these systems, it changed the landscape for us.

Chan, 36, head of digital operations at DreamWorks. "Now, we're doing a show in May, another in November and then (again the next) May. We're reaching a scale no one else has been able to do. When we ended up building these systems, it changed the land-

scape for us."

The multiyear IT overhaul included deploying new HP Halo telepresence suites for cross-site collaboration, increasing WAN bandwidth threefold

and delivering new storage technology to mitigate latency between sites.

Chan's leadership abilities contributed significantly to the project's success. He served as one of two executive sponsors for the project and shepherded it from inception to requirements gathering to design and implementation.

"We met weekly with the team to discuss progress and review project details. It was our responsibility to prioritize projects and communicate with other executives and production teams." Chan says. The teams that handled the audiovisual equipment as well as the networking core and WAN capabilities were both part of the digital operations department.

Can say he is also measuring the ascess of the project based on the ability to have any artist work on any show, the number and types of artists who work cross-site, the amount of cross-site computing that IT can support in terms of CPU cores, and the relative number of infrastructure support people to the number of owerall users and films. "All of these metrics have shown significant improvements since the beginning of the project," Chan says the

The biggest challenge has been making all of the IT upgrades while active

New Roles for IT Leaders

rivironmental steward, revenue generator, holistic business expert and a change management architect are just a few of the new roles today's IT leaders are taking on at their organizations.

"I am no longer being asked to provide computers and software," says Matthew Kesner, CTO at Fernvick & West. "I am being asked to work directly with firm clients, drive revenue, create market differentiators and automate business processes."

Derek Chan, head of digital operations at DreamWorks, is one of his company's primary environmental advisors and powerefficiency experts.

"Understanding the environmental impact of the choices we make is something that has gained prominence in recent years," Chan says. "Power consumption and officiency are such global concerns these days, and technology is such a serificant tase of resources, it is importable to establish best practices and continue offerts to be as efficient as possible. For manyle, Drawnfforts has sorthed with the continue of the continue o

cally, people change management - among her expanded areas of respensibility. She says one of the goals of standardizing technology is to make it possible for employees to more easily change roles or more scross departments within the company and not have to learn an entirely new sof of computer systems when they do move. Wartow Winness CDA law Montray.

Verizon Wireless CIO Ajay Waghray chalks up the many changes in his role as top IT executive to the extremely fast pace of innovation in the wireless industry "Even up to a few years ago, many CIOs could get away with supporting the way gs have always been done," he says. Now, "I need a deeper understand of the business. Staying current with industry developments and maintaining my understanding of business operations are both essential," Waghray says. "More of my time is spent thinking of ways to mak our systems more seamless with the business processes they support. Over th past few years, the focus of IT has shifted more and more to the user. It seems the unstated goal of IT is to design systems that are digital extensions of the depa ments they serve, rather than just tools they use."

- JULIA KING

production continues. "It's sort of akin to changing the wheels on a car while the car is moving," says Chan.

But the business has come to expect nothing less from IT, he adds.

"Our CEO has always pushed for innovation. They expect it and have become used to technology solutions that enable the artists to use their creativity." he says. "We want to take technology out of the way and give them solutions that allow them to create things that people haven't seen onscreen ever before."

PUSHING BEYOND BOUNDARIES Michael Carlson, 44, CIO at Xcel En

Michael Carlson, 44, CIO at Xeel Energy Inc., has been heavily involved in analyzing and optimizing business processes since moving into the top IT position at the Minneapolis-based electric and natural gas utility two years ago. His initial focus was to vertically integrate internal processes and systems for field operations, logistics and inventory management.

and investory management.

Now, the innovation push is on horizontally integrating and optimizing

companies to develop and deploy a
system known as Smartforid. Relying
on networking and messaging technology, SmartGrid will support a broad
array of processes involved in everything from power plant and power distribution activities to providing contribution activities to providing conproactively monitor and individually
control their power consumption.

Carlson, who is leading the crossfunctional SmartGrid team, says Xcel has lined up a handful of partners willing to jointly invest in the new business model. "We expect to have all of our partners on board by the end of the year, and well factually start building our a [prototype] smart village over the next 18 months, through 2009, "be says.

Carlson's conviction that all technology projects must be set up on a valuebased model is clearly evident when he talks about the SmartGrid project. Also evident is his commitment to knowing the utility business inside out.

"For an IT organization to be an effective business partner, it must maintain and expand its understanding of the business operations and how the technology is being leveraged and



relied on to deliver consistent and reliable business process," he says.

"If you think about it, the Wright brothers couldn't fly a plane today [because of all the computerization and onboard electronics], but Edison could show up more than 100 years after the development of electricity and run a utility grid. Carlson says. "We've stretched to where the next step has to be the application of IT."

BROADENING THE BUSINESS

Tapping IT to help streamline comminication with clients led to the lumic of a major new practice at Fenwick & West LLP, a 350-prom law firm in Mountain View, Calif. CTO Matthew Keneri so-cheed of the new information management group, which grew out of a successful! To project more as the computer forensic investigations unit. The unit was surred in response to the computer of the computer large decrons discovery for a lawsuit. The other party involved in the suit had produced the equivalent of 50 million pages of files, which Fenwick & West !

That's when Keener and his team stepped in Using a variety of off-the-shelf tooks, the forensice unit developed a custom process called FIND to cull through reams of data and provide only the most relevant documents to the attorneys for review. Over the course of the case, the team handled the largest known collection of electronic discovery in any civil matter—the equivalent of 180 million pieces of paper, according to Keener. Five weeks into the trial, the opposing party con-cedded, paying Revnick & West's client.

client couldn't afford to duplicate.

\$400 million to settle the case.

Since then, Kesner's team has
trained attorneys to work with computer forensics and consult with the
firm's clients on a wide variety of legal
and IT issues, including statutory compliance, privacy, records retention and
prelitigation positioning.

"The new practice is already generating revenue and is one of the firm's primary differentiators in the market," he says.

Kesner and his IT team are now focused on using technology to expand the firm's international client base.
"We offer voice and video anywhere in the world at a really low cost by using voice over IP and video over IP and peer-to-peer networks," he explains.
"We extend to Skype and have lots of

videoconferences with IChat.

"If we have to move a lot of attorneys to areas where clients reside, we have ways team boxes that contain VoIP phones, video-over-IP technology and a full storage network, so we can put lawyers down amplace in the world, and they pick up extensions with outlight dialing," says Kenner. "Every day, we have lawyers in China, India of South America doing work with a lag-top and as offware-based telephon and as offware-based telephon and as offware-based telephon and as offware-based telephon."

His willingness to test and deploy technology that is often shunned by larger organizations as too consumer oriented for business use is precisely what is winning the firm new clients.

"Matt was far abead of the curve with regard to developing the firm's capability to handle large-scale data mining and forensic investigations," asys Lois Boyd, Fenwick & West's chief operating officer. "Instead of outsourcing this work at a significantly higher price to our clients, our capabilities have let us compete with firms much larger than ours as to quality, efficiency and price."

"A lot of the clients we work with are start-ups, so you have to find ways to do things creatively and quickly and at a very low expense, or else they can't afford it," says Kesner. "When there are great IT enhancements, it's IT's job to make them safe and productive" for the business to use.

With that done, what comes next is what Kesner and other IT leaders have been shooting for all along: true business transformation.





_INFRASTRUCTURE LOG

DAY 82: There are so many risks out there. So many things that can happen to our business: natural disasters, spikes in traffic, mergers. Now do we prepare? One in three companies don't recover from unplanned downtime! Would we?

_Gil has wrapped everything in the office with bubble wrap.
Everything. Just to be safe.

DAY 83: I'm preparing with IBM Business Resilience Solutions. IBM Business Continuity Services can help us assess our risks and design a proactive plan to dool with them. Blir Tivoli gives us the visibility to diagnose and fix infrastructure problems. And the robust availability features of the IBM System Pr give us maximum urine. The future feels so much sofer now.

No more bubble wrap. And I have to mail a package, Great,



Take the business continuity assessment at:
IBM.COM/TAKEBACKCONTROL/READY

Inside Their

The visionary efforts of this year's Premier 100 honorees showcase the leadership skills that have put them at the top.

OW DOES an IT leader choose the most innovative IT project to take on these days? For some, the decision comes down to

one thing: speed. Qualifying customers faster, getting proposals out more quickly, and making it fast and easy for the customer to do business with the organization are the keys to success in an environment where business interactions occur at an accel-

erating pace. Here's what you can learn

from three Premier 100 honorees who

led successful cutting-edge projects.

BUIDO F. SACCHI

CIO, senior vice president of cor chain project integrated data from int and external sources into a single data noved query and reporting activity to

a separate data warehouse appli orts faster, more accurate loan deci for the financial services company

sture leadership move: Kept his

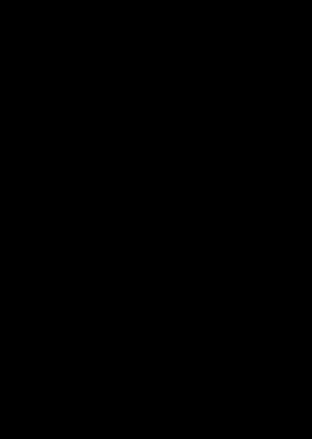
team members on task by keeping their

CompuCredit, which markets financial services to consumers with low credit scores, needed more timely access to information and better tools that its staff could use to make faster and more accurate lending decisions. The IT team met that need by consolidating credit card databases, streamlining and standardizing data ETL (extract, transform and load) processes, and moving query and reporting activity from the primary Oracle database to a Netezza Corp. data warehouse appliance that produces results an average of 150 times faster.

The project also met the CEO's mandate that IT drive down the unit cost per customer and leverage the business's economies of scale, "That was a direct alignment," says Sacchi, 43. He started the "nuts and bolts" supporting infrastructure upgrades over



My best contribution was to pick the right team and empower them.





a two-year period that ended in 2006. After that, he says, "we did all of the BI layers that are visible to the user," completing them earlier this year.

Strategically, one of Sacchi's smart est moves was to separate the infrastructure-building phase in Year 1 from the business intelligence application phase in Year 2.

The infrastructure capital request went through corporate headquarters rather than individual business units. "I didn't have to cross-prioritize that against direct business initiatives." an approach that tends to starve infrastructure projects in favor of those with more immediate payback, Sacchi says. Once the foundation was laid, he budgeted with the business units to develop the BI applications, where direct

benefits were evident. To sell the job and keep interest high during the multiyear process, he demonstrated it to the president of Compu-Credit's credit card business unit, Synovus Financial Corp. The president was so impressed that he immediately challenged his staff to begin using the tool. Sacchi also brought on other potential users as part of the 30-member project team right from the start. "My best contribution was to pick the right team and empower them," he says.

Sacchi played a critical role in keep-

"Guido provided the air cover we need-

ing staffers on task by keeping other

projects off their plates and making

sure their time wasn't overallocated.

ed to make the project successful," says Blake Sanders, executive director of enterprise development and data services. The project sped up queries, gave workers access to more timely data. automated reporting tasks and empowered more staffers to perform their own queries, freeing up IT resources for other tasks. Creating a single, stream lined ETL process enabled more timely integration of data on daily transactions for CompuCredit's 5 million credit card customers, shrinking the load time from 36 hours to less than three.

Early on, it became clear that performance improvements would be dramatic. One user reported that processing time for a complex query had dropped from 43 hours to 12 minutes. As the capabilities became more evident, Sacchi needed to keep expectations in check and the project on track. "The danger in a project of this magnitude is controlling the scope," he says.

Once the system went online, it improved collections and lowered the cost of acquiring customers, saving the company \$5 million - a 12-month payback.

"Innovation for business value is one of the most important things we do as CIOs. This project was the best in my career," Sacchi says. "It's a good example of how an innovative solution can be architected and delivered in a cooperative fashion."

It was my job to make sure the funds were there. make sure [the project] stayed visible . . . and let the engineers and scientists do their thing.

BRADLEY D. FURUKAWA

Vice president, sector C10, Northrop Grumman Corp., Redondo Beach, Calif. III Project at a glance: The company created an 1,800-processor supercor puter cluster using Linux server blades and ted some 400 applications for parallel sing. The project resulted in pro ing times for complex calculations that were up to 20 times faster and provided a on, cost-effective alternative to usin individual workstations and smaller cluste associated with individual programs withi he company's space technology unit. Il Signature leadership move: Took an rprise view of the project to maximize its across departments

In a large-scale, multivear project such as Northrop Grumman's effort to develop a supercomputing cluster. a successful outcome depends not just on getting the initial funding, but also on keeping the money flowing from year to year, says Furukawa, 50.

While a team of IT professionals and scientists built out the cluster, he says, "it was my job to make sure the funds were there, make sure [the project] stayed visible in front of the vice president and president, remove any administrative barriers . . . and let the engi-

neers and scientists do their thing. Before the supercomputing cluster went online, "things" moved more slowly. Each program within the space technology business had its own workstations or small clusters. Furukawa had to sell the business on the idea of going from a culture where every project had dedicated resources to one where resources would be shared.

Having a common resource not only allowed work to be completed faster, but also helped programs with limited funding as well as new program proposals that required some upfront analysis to close new contracts. Furukawa was also careful not to tie the project to any specific program. "By keeping this sector-focused, all pro-

grams would benefit," Furukawa says. "He did a good job in getting people to work together with an enterprise perspective rather than taking the narrower, project view," says Clayton Kau, vice president and general manager of Northrop Grumman's space and defense products division.

That paid off. Users building new program proposals, who previously lacked computing resources, used the shared cluster to add more simulations and analysis to proposals. That enabled the space technology unit to gain more business, meeting the CIO's challenge to "raise the bar on performance."

The shared cluster "increased our probability of a win in all of our program pursuits," and it provides analysis that keeps existing contracts funded when they come up for review, Furukawa says. "Continuing to show over many years what the programs will do keeps the programs sold," he says.

In launching the project, Furukawa also helped to set up a governance board to determine which people and programs would get to use the resurces and how those resources would be allocated. "No matter how much computing power you have, you can always max it out. They set the priori-

Continued on page 38

Goldfish have a memory span of 3 seconds.

They can't even see the past, much less the future.

But you can. With proven business intelligence and analytic software from SAS.

www.sas.com/goldfish



Continued from page 36 ties," he says. Based on those decisions, the team can set controls to allocate the

resources and monitor their use.
Visibility was critical to the project's success. As the cluster grew to 979 processors last year, the governance team got scientists up and running on it as quickly as possible. "The positive feedback made it all the way un to the sec-

tor president's level," Furukawa says.
In fact, the program was so well received that Furukawa not only kept his funding for the following year, but was also given some of the funding earlier so that the project could expand faster.

so that the project could expand faster "Keeping the project on schedule and within budget really added to the success and credibility," says Kau. CIO Robert Carter and the rest of the IT team are flipping burgers at an IT-sponsored cookout for 2,500 em-

IT-sponsored cookout for 2,500 employees at FedEx Corporate Services' Memphis facility. "It gives me an opportunity to create a connection with these folks," Zanca says, and that's part of his strategy for success.

There are three keys to a successful project, he says, in FedEs's distributed, 7,000-employee IT operation, perseverance pays off. "If you really believe in a game-changing shift, you're going to have to persevere and convince various folls that a new technology, a new approach, will work," be says. For Zance, 49, that vision — and the strategy for execution — is the culmination of many years of work.

to FedEx being an embedded part of [a customer's] environment," Zanca says.

To get these projects completed, Zanca built consensus through what he calls the "Max Plan," which involves regular meetings with top executives. His second key to success lies in

keeping close to his own staff as well as internal constituents. "The people who are down in the trenches are the folks you have to stay close to. You have to listen to them," Zanca says, to set realistic goals for success — and to move those goals if need be.

"David is into the details," says Bob Thomas, managing director of technology services. His group helps customers use FedEx's Web services offerings. Zanca helped launch early Web



The people who are down in the trenches are the folios you have to stay close to. You have to listen to them.

MINIO O. ZANCA. SENIOR VICE PRESSIDENT OF ECONNERCE TECHNOLOGY, FEDEX CORPORATE SERVICES INC.

Furukawa says he's trying to keep interest high as the project moves from 1,800 processors to its ultimate goal of 3,000 CPUs, and he has opened up access to the rest of the company over Northrop's internal network. "I don't want to see the utilization dropping off at 2,000 CPUs," he says. "That would stall further investment."

DAVID & TANCA or vice president of e-com ology, FedEx Corporate Services Inc., Collerville, Tenn. m Project at a glance: Zanca manage several hundred software developers in an oing effort to embed FedEx services to mobile devices and the application omers use every day. The project pal is also to make those services availa sily and across all FedEx Corp. bus nits, from FedEx Ground to Kinko's. Und Zanca's direction, the group has loun the MyFedEx Web site, enhanced mobile services, developed plug-ins for applica and offered a suite of Web services that as customers can use ature leadership move: Built strong staksholders at every level.

On a warm October day, Zanca,

Three years ago, FedEx Corporate Services was tasked with breaking down FedEx's monolithic capabilities into Web services, building on the company's ore FedEx-com and Ship Manager applications, and advancing the technology yt toward next-generation services that would give customers instant access to FedEx services and tracking data.

To that end, Zanca's group last summer introduced the Developer Resource Center. The Web-based offering makes key services, such as tracking and dispatch, available through standards such as WSDL and provides code snippets that help businesses take advantage of those services.

Zanca's group also recently developed and launched MyFedEx.com, which lets users track both outbound and inbound shipments. And it enhanced its mobile device support, enabling customers to use smart phones to generate shipping labels, for example.

In addition, it introduced a series of plug-ins, including ones for Adobe Acrobat and Microsoft Outlook, that let users upload, prepare, price and submit print jobs to Kinko's shops.

The plug-ins "changed our strategy from FedEx.com being a destination services efforts at FedEx Corporate Services before moving to the FedEx Freight division for a couple of years. He returned to FedEx Corporate Services last January.

Shortly after Zanca came back, Thomas had a meeting with the staff. Thold them, 'Don't be surprised if you get a call from David with a specific question about one of our products, because he is into the details and he will go straight to the source.' And that's a sood thine,' he saws.

The third leg of Zanca's strategy is to maintain transparency with internal business partners so that there are no surprises. "There are going to be bumps in the road," he says. "You have to keep executives informed and manage expectations."

Zance's team also built tools that measure the success of each initiative. The company can see how much business is coming through dew channels, such as motile, Veb services or plagins. "We have metrics as one of our design criteria so we can see where the business is coming from," as well as whether the business is 'channel shift' or truly new business, Zanca says. "It's definitely bringing in law business."



We all realized how much of what the company does would be impacted by this product.



FTEN, A STANDOUT IT leader is one who champions a project and guides a team to do remarkable things with scant resources. These Computerworld Premier 100 honorees had the courage to ask tough questions and used their consensus-building skills, flexibility and detailed analysis to reap huge gains internally.

Senior vice president, C10.

III Project at a planes: W

ss devices to improve fleet operati ice costs, internal interest in the project broomed. One IT executive vowed to eep the project team on task. Now, the new devices are hitched to more than 4,000 Ryder vehicles, yielding substantial savings. III Signature leadership move: Steered a project back on track after its scope began to bloat as it gained greater visibility within the

Envisioned as a classic lean IT project, RydeSmart started off in June 2006 as a relatively modest endeavor. Bott, 52, was at the wheel of a tightknit project team made up of handpicked individuals who represented the interests

Continued on page 42



Don't Get Trapped by a Proprietary Virtualization Solution

Sun xVM: Open, Free, Supported

The Sun xVM family brings together virtualization and management to help better control both physical and virtualized assets.

With the new Sun" xVM Server and Sun xVM Ops Center you can help simplify management, improve utilization and cut costs across your entire IT infrastructure. And xVM can help you consolidate and manage Windows, Linux, and Solaris. On any vendor's server or storage system. Don't get trapped by proprietary virtualization solutions.

Embrace freedom. Learn more at sun.com/xVMfreedom

Call your local Sun Sales Representative, Sun Authorized Partner or (888) 516-9362.







Continued from page 40
of the company's many business units.
Both held mandatory weekly review
meetings and drove his team to hold
down costs and target specific fleet
efficiencies

But things began to change as RydeSmart's visibility grew. The ream swelled, and the project's scope began to bloat. "We all realized how much to bloat. "We all realized how much of what the company does would be impacted by this product," recalls Bort. RydeSmart devices are wireless hardware/software units that make use of GPS and other technologies to help track the location of Ryder whickes. The goal was to improve areas such as fuel efficiency.

As interest in RydeSmart grew, so did the project's technical snafus. For instance, the growing RydeSmart team wanted a say in how the units would be deployed, even after the units had been shipped out for installation.

snapped out for installation.
Other problems emerged, including
the fact that Ryder's diverse fleet comprised various vehicle makes, models
and years that didn't fit conveniently
into guidelines devised for electronic
communications module transactions.

Bott realized he would have to move swiftly and decisively to keep RydeSmart on track. "I worked with the core team to establish processes for inventory control. I followed up with the team on weekly resolution calls with our primary vendor partners to resolve installation issues," he says.

In the end, Bott steered RydeSmart back in the right direction and has the return on investment to prove it. Upfront hardware investments were offset immediately by efficiencies. Plus, Ryder's market share increased; customers liked the idea that RydeSmart makes it unnecessary for drivers to deal with bothersome tasks such as reading odometers and reporting feel usage.

"RydeSmart improved our business operations and heped differentiate us in the marketplace," notes Robert Sanchez, executive vice president of operations at Ryder Fleet Management Solutions. "Kevia was very involved in terms of corporate strategy and IT integration. He helped internal stakeholders and Ryder customers understand the value of the solution." In the end, the hard work paid off.

"We have achieved savings in trip records processing, breakdown repair costs, idle-time fuel reductions, outof-route mileage reductions, improved asset utilization and more-efficient driver hours," says Bott.

driver hours," says Bott.
Indeed, Sanchez and others credit
Bott and his team for the turnaround
— mostly because Bott refused to
let the effort become too corporatefocused and instead chose to concentrate on tangible areas of savings.



WENDY M. CEBULA
Chief operating efficer,
VistarPrist List, Liception, Mass.

B Project at a glance: in the wake of a
corporate office move, the online supplier
of graphic design we vices and printed
products pondered the best sale for its date
center assets. By Prepring conventional
plans and the most convenient decisions,
the company will sere more than 3450,000

solution.

over the next three years.

Signature leadership move: Drew on analytics expertise to question an already-accepted strategy.

Without a doubt, out-of-pocket coats for an office to move either down the street or across the country can be very steep. Celula, 36, didn't argue this point when she encouraged company officials in the midst of planning a corporate move in January 2006 to rethink Vitas Print's data center strategy. It was a big request, since chaos was about to ensue as boxes, desks and chairs were loaded into moving vans. Despite the timing, Cebula had

her staff dig out hard figures and longterm projections on different data center scenarios so she could offer top executives tangible options and potential savings.

tal savings.

"Given my background — which includes analytics — I've learned that you can't have any preconceived notions when it comes to technology or be married to a specific solution. Therefore, I asked my team to crunch the numbers and find the best alternatives," she says.

trues; ane says.

Ultimately, Cebula persuaded VistaPrint decision-makers to shirk the
conventional route of simply moving
data center operations along with the
company's furniture and other assets
to a new location in Lexington, Mass.
Instead, she made a solid case for
building a new data center in Windson,
Ontario, and increasing the scope of
operations at a facility in Bermuda.

Often, finding the best options calls and her staff had to think through everything. For instance, Canada's hydro-electric power infrastructure promised real savings. By Cebula's estimate, the company would save \$130,000 in the first year because of a 12-cent difference in the cost of kilowatts per how the company would not provide the provided that the provided had not been also as the cost of kilowatts per how the cost of kilowatts per how the provided had not been also as the cost of kilowatts per how the provided had not been also as the pr

in the coid of knowatts per hour.

Canada's lower utility charges were only part of Vistal'rint's plans to cut energy costs. The company also levenaged in data center move as a caralyst necessary cost. The company also levenaged in data center move as a caralyst necessary costs. The control is also do with realistic servers. This will reduce energy usage for our server farm by 79s and is the biggest plece of the cost sawlings. As a result, we expect to user-454,000 over three years, which is more than the cost of the hardware refresh, says Cebula. That 445,0000 is in addition to the \$138,000 awaygo on electricity on the \$138,000 awaygo on electricity.

In fact, Cebula's strengths lie in her ability to see byrout the immediate, says Aaron Branham, the company's vice president of technical operation, "As with most projects at VistaPrint, initiatives tend to start with a point initiatives tend to start with a point of the or a trigger event — in this case, moving our Lexingson office," he note. "The standard approach would be for all of the gear – servers, network, etc. — to be simply moved to the new building."

Continued on page 44



Get the World's First Open Storage System with Legendary ZFS

The Sun Fire" X4500 Storage Server (aka "Thumper") delivers twice the performance, half the size and one-third the price of the competition. With common storage pools, provable data integrity and near-zero administration, ZFS overturns everything you thought you knew about file systems. And with four-core X6a performance, the highest storage density and the power of Solaris', the Sun Fire X4500 Server blows away everythin oelse in price, performance, and capacity.

For a free 60-day trial, go to sun.com/openstorage.







Continued from page 42

When the time came, however, Cebula didn't flinch and instead asked. Why settle for the standard approach? She also refused to stop at a single answer, choosing to pursue many scenarios. The result: a decision that has yielded VistaPrint hefty savings.

ASIF AHMAD

Vice president of diagnostic services, CIO, associate dean of academic computing, Duke University Health System and Med cal Center, Durham, N.C.

m Project at a glance: While respecting th red argument that a new computerized sician order entry (CPOE) system could we lives, this hospital dared to ask for ngible metrics and hard facts on potent savings. The immediate result was \$2 mil-lion in efficiencies and the promise of more. ■ Signature leadership move: Asked tough - even taboo - questions to remake a sve

If there's one thing that Ahmad, 40, learned upon entering the health care IT field, it's this: Technology staffers are reluctant to challenge medical

around the design and installation of a CPOE, a system that would address the age-old problem of how to deal with orders and prescriptions that hinge on abysmal physician handwriting. With the CPOE, doctors input orders directly into the system, so treatment is expedited and errors are reduced.

"We looked for reasons why [the] CPOE should be implemented at Duke. We demanded tangible metrics - not always dollar metrics but quality-of-care metrics that, in the end, would lead to savings," he says. "We stayed away from subjectivity and rationalizations based

on notions such as, 'It just feels right,' " By asking the tougher questions, Ahmad helped Duke emerge as one of the 1.5% of the nation's hospitals that have fully adopted the CPOE. Furthermore, Ahmad and his team were able to complete the project with almost no delays. We delivered the project in record time and enjoyed a huge rate of accep-

tance among hospital staff," he says. Ahmad offers this advice to other CIOs: "Get out of your comfort zone

ing the IT implications of a major merger. However, Smith, 43, was immediately confident that the status quo was not the approach to take in smoothing technical operations after Ameritrade's 2005 acquisition of TD Waterhouse (TDW)

"Initially, we considered using the stand-alone process used for past acquisitions, but due to the number of contracts and complexity of terms and timing. I decided to fully integrate the TDW contracts," says Smith.

His attention jumped to contracts with looming renewal dates, and especially those with automatic renewal terms. With the starting point identified, Smith quickly maximized TD Ameritrade's leverage at the bargaining table.

"By taking opportunities to renegotiate contracts when we had the most flexibility, we put ourselves in a position to negotiate on our own terms." he says. "If we had simply focused on contract end or renewal dates, these opportunities would have passed."

Smith points to the telecommunica-



By taking opportunities to renegotiate contracts when we had the most flexibility, we put ourselves in a position to negotiate on our own terms. CHARLES M. SMITH. DIRECTOR OF TECHNOLOGY BUSINESS OPERATIONS, TO AMERITRADE INC.

officials on expenditures for fear of running afoul of deep-seated taboos. In other words, no one wants to be viewed as skeptical of a system that could save lives

Yet. Ahmad also noticed that there isn't always a correlation between money spent and lives saved. In fact, without hard data, such a correlation is virtually impossible to make, he argues. "In health care IT, I really feel like most CIOs don't ask for ROI or question why an institution is adopting a particular system. Instead, they are like a herd of cows that start to move in one direction just because one or two

of them moved there first," he says, Albeit delicately, Ahmad was determined to break that trend when it came time to make vital decisions and become a process leader for your organization." Especially in a hospital setting, asking tough questions can quickly become uncomfortable. Ask them anyway, Ahmad urges.

CHARLES M. SMITH

Director of technology business opera-tions, TD Ameritrade Inc., Columbia, Md. III Project at a glance: When a major acqu sition turned two financial powerhouses into one gargantuan firm, the IT staff refused to ply go through the motions. Instead of idlessly extending key contracts, technology officials looked for savings and negotiated mightly.

adership move: Saw the big picture, which allowed him to find massive rings in small places.

It was Smith's first crack at manag-

tions-related savings that he helped the blended company realize as a highlight of the project.

"My first target was telecom, and I renegotiated the primary contract for voice and data on the legacy side to cut spending by over 60% with no reduc-

tion in services," he says,

Smith's advice to other IT executives in the middle of a major merger: Don't settle for, assume or overlook anything. Also, when making big decisions, stay close to other business units. "The negotiation of the terms and timing for contract termination was largely driven by the needs of our business counterparts," he says.

McAdams is a freelance writer in Vienna, Va. Contact her at JMTechWriter@ anl com

AVAYA WILL CHANGE THE WAY YOU RUN YOUR BUSINESS.

I'm Thomas, a CIO. Avaya's technology builds on our existing infrastructure, which saves us time and money. Plus, the system is scalable, so it can expand as our business grows.

Learn more at AVAYA.COM

AVAYA

INTELLIGENT COMMUNICATIONS

A SHAM WANT WANT WANT WANT WANT OF

High impracts stems upgrades required both top north leadership skills and sharp execution tor success.

HERE'S NO CHECKLIST for leadership. There's no single formula that can be duplicated time and again to objectives. However, Individuals can learn the skills and strategies it takes to become a business' sedder who can successfully luggle many tasks. Here's how three Premier 100 IT Leaders navel.

MICHAEL S. ISRAEL
Senior vice president of information
services, St. Flags Inc., New York
III Project at a glance: Six Flags, the world's
largest regional theme-park company, set
about updating, centralizing, streamlining
and standardizing the aging, distributed IT
informationation, used throughout its offices.

and 21 trente parts.

B Signature leadership move: First envisioned, then managed, a detailed and multiphase project plan.

Israel, 40, started at Six Flags in April 2006 with his eyes set on change. President and CEO Mark Shapiro and other senior managers wanted technol-Continued on page 48

After determining what we had, I basically architected where we had to be.

MICHAEL S. ISRAEL, SENIOR VICE PRESIDENT OF INFORMATION SERVICES, SIX FLAGS INC.

his notebook may crash, but his drive won't.

solid state reliability

introducing the new Samsung Flash Solid State Drive (SSD).

No moving parts, except some hardworking electrons. A mean time between failures (MTBF) six times longer than a hard drive. Virtually unlimited shock resistance. And power use that extends battery life up to 20%, With a Samsung SSD inside your notebook, your data is always there when you need it.

www.samsungssd.com

SAMSUNG

*Name: Time Detromen Falcan helf-NGAGG, 3P Pro. Core Duo Processor 2.00ks, \$12MB RAM, ICH 7, IMS Chipsel © 2007 Semang, All rights reserved.

SAMSUN

Continued from page 46 ogy that would support immediate and long-range business objectives, not just keep the lights on.

But Israel says that as he took stock, he realized that he had neither the infrastructure nor the staff to reach that goal. He discovered that each park was using different technologies and there was no standardization of the company's IT infrastructure.

"After determining what we had, I basically architected where we had to

Israel walked through every park to see how guests came into the facilities, how they bought pizza, how they waited in line for rides and so on, to go the information be needed to design a system that would meet business needs and goals. He also hired consultants to help assess the existing infrastructure and design a new one.

His plans called for centralizing the company's IT infrastructure at Six Flags' main data center in Dallas and standardizing certain technologies and procedures across all parks.

procedures across all parks. Israel attributes the project's success to several fundamental steps standardizing key technologies such as servers, storage and software, documenting details of the new system so that there's a clear record of every asset and how it integrates with other sets and how it integrates with other sets; and re-educating the IT staffers to ensure that they can support the ensure that they can support the systems and that they understand the new volicies and procedures.

"The project wouldn't be a success if no one knows how to manage it, how to use it, how to support it, and what and where the equipment is," Israel says.

That's a tall order, and Israel says he also had to ensure that the project didn't get derailed by local interference or a lack of support from senior managers. He credits good communication between his two project management teams and the various groups involved in or affected by the upgrades.

"It was constant communication and a lot of airplane rides," he notes. "It was project meetings, conference calls and senior staff updates."

Angie Vieira Barocas, Six Flags' senior vice president of entertainment and marketing, says she appreciates that approach. Vieira says she admires

Israel's ability to stay focused and deliver a product that helps her and others do their jobs better.

ers do their jobs better.

"He has done a yeoman's job. We

werent in the 21st century in terms of technology, and he has managed through a lot of challenges," she says. Israel notes that involving stakeholders from Day One helped get the cooperation necessary to make this project successful. He says he earned that cooperation by explaining the project

plans, the reasons behind them and the anticipated benefits. With 10 facilities done and work at another six planned for 2008 and 2009, Israel says it's clear that the new, consolidated infrastructure is delivering

important benefits, including financial savings and improved availability. The infrastructure is also allowing other business units to move forward by providing them with the toois they need for new initiatives, a point that aligns with the CEO's goals, Israel says.



SHENG GUO

Chief technology officer, New York State Unified Court System

m Project at a glarec: The goal was to Instal multiple Wi-Fi access points in the state's 250 courthouse. Guo works with 400 IT people spread out over 62 counties for a system that processes approximately 400,000 jurors through its facilities every year.

 Signature leadership move: Sold upper management on a compelling business case that has exceeded expectations.

The New York State Unified Court System had a pilot Wi-Fi project in 2003 in which an outside company provided connectivity for a fee within select buildings. Guo, 43, says he saw the need to expand Wi-Fi — but not that particular pilot program.

Guo says he believes the state should provide Wi-Fi in courthouses for free as a public service. If the state continued to charge for Wi-Fi, he says, the initiative to expand would have failed.

"The courthouse is our building, and we already have a wire network there," says Guo. "To expand to Wi-Fi is easy, so I made my case to my bosses." His proposal, made in 2004, set in

His proposal, made in 2004, set in motion a multiyear project that's putting Wi-Fi access points into the state's 250 courthouses.

Plans called for installing some 250 access points every year, starting with the jury assembly rooms in each building. Guo says it was a top prior it to provide access to the 400,000 jurors who come through annually to perform their civic duty. "They go through a bot of waiting, so Wi-Fi is a perfect thing for them," Guo explains.

Project thing for them, Guo explains.

Project plans have Wi-Fi going into
attorney lounges, the public law libraries and high-traffic public areas, too.

The benefits are significant, Guo says. As an example, he points out that attorneys from the Legal Aid Society, who spend substantial hours in the courthouses, are now using laptops to check e-mail, perform legal research

and look up case information.

As CTO, Guo is responsible for the architecture as well as for designing, planning, implementing and supporting the Wi-Fi network.

He says his most significant contribution was understanding the business case for this project. "I don't [look at] his like just a technical project. The whole point here is to understand the

business requirements," he says.
Aligning the project with business needs helped him persuade upper management to invest in the plan for the long term, Guo says. It also helped that he was able to show that turors and other

constituents viewed Wi-Fi as a positive.
"Each day when I thank the jurors and ask for their comments, I hear that the Wi-Fi is great," says Nancy T. Sunshine, commissioner of jurors for Kings County.

Continued on page 50

defeating witches. easy.

1. Boil, bubble, toil, and trou
Witches are big with brees. Why
make one of year own to use day
them? Sure, oye of next is tough

2. Melt the Witch.
You've seen the fifth so you know the big ending. A bucket of water
poured directly Witchward causes her to steam melt, and disso verification that four Lure her to the water cooler and you're done.

3. Fight magic with magi With a wand of your own say a pointer—you can create some magic of your own Betoreyou know it you! De turning Witches not toads

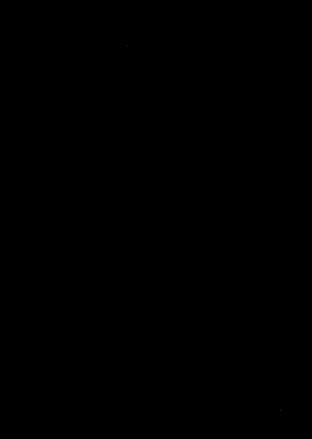
4. Insult the Witch Witchs despite their wart externs are guite sensitive. Sinds and Hey Witch in that your case or a green banana as render station.

defeating worms. easier.

1. Implement Microsoft Forefront Forefront Hakes defending your systems easier its a single Halp seems easier its a seems easier in that he does it uistall allead of Four security in easier.

Funcasi studio freetra de la sada ti ati

5. Stea her broom



Microsoft

defeating witches. easy.



Boil, bubble, toil, and trouble, tches are big with brews. Why not like one of your own to use against en? Sure, eye of newt is tough to find at the local market, but it's probably available online.



You've seen the film so you know the big ending. A bucket of water, poured directly Witchward, causes her to steam, melt, and dissolve into a puddle on the floor. Lure her to the watercooler and you're done.



3. Fight magic with magic With a wand of your own— say a pointer—you can create ne magic of your own. Before you know it, you'll be turning Witches into toads



Insult the Witch.



5. Steal her broom.

Nearly every Witch has a magic broom, and if you can get it away from her she's basically grounded, And, with a little practice, you can cut your commute in half.

defeating worms. easier.

ment Microsoft' Forefront." __ implement Microsoft Forefront."
Forefront makes defending your systems easier. It's a simple-to-use, integrated lamily of client, server, and edge security products (such as ISA Server 2006) that helps you tay shead of your security threats more easily than ever.

For case studies, free trials, demos, and all the latest moves, visit easyeasier.com

Continued from page 48

Guo involved multiple stakeholders as soon as the project got a green light. Their input helped him determine which areas should get Wi-Fi access

points first, he explains.

Guo says the Wi-Fi initiative aligned with the court system's goal of providing equal service throughout the organization, which contributed to its success. Involving local workers, such as building and IT managers, to get their buy-in and their help in navigating the court buildings - some of which are historic - was another factor in the project's success.

Moreover, Guo says he also understood how the Wi-Fi initiative could support multiple applications and

When Vose, 41, took over Chicago

Tribune Interactive's ad operations team in 2005, he got a firsthand look at the limitations of the ad-serving system used by the sales and ad operations departments. He proposed upgrading the system, starting the project in early 2006 and delivering

the new system six months later. Vose says he developed "an extremely detailed project plan to make sure nothing was left to interpretation and

that no critical tasks were overlooked." To do that, he picked team members who were subject-matter experts, and

he involved stakeholders from the start so that all issues could be addressed

early in the process. The goal was to have a system with entry, rather than asking salespeople to re-enter needed information on top of their existing duties. Vose's IT team also wrote a program to compare raw data to the new entries nightly to ensure accuracy.

Another factor in the project's success was getting senior management support and fostering buy-in among team members. Vose says he gave people a voice in the project, which provided them with a better sense of ownership."

The decision to make additional technology improvements that empowered the sales team, rather than just converting to a new ad-serving system, also helped ensure success, Vose adds. That created efficiencies in



It was understanding how the systems inter-faced and making sure the correct information was being passed across.

JESSEY R. MOSE PRODUCTION SYSTEMS DIRECTOR CHICAGO TRIBLING INTERACTIVE

future goals. For instance, court officers in some buildings couldn't use radio communications because of frequency interference with the systems of public-safety agencies. So Guo blanketed those buildings with Wi-Fi and gave voice-over-wireless-LAN phones to the court officers.

Guo's team had installed more than 700 access points by the end of September. Guo plans to continue adding access points in the years ahead to expand service so that all constituents who use the court buildings can use Wi-Fi. Approximately 1,000 people use the Wi-Fi system daily, and Guo expects that number to double in the coming months

Production systems director. ge Tribune Interactive M Project at a glance: The proj acing an existing ad-serving system

JEFFREY R. VOSE

ed to take orders as well as to s eue and launch ads - with only about six hs to finish the task.

ture leadership move: Assembled ers and contributors to nail the

the functions and features needed for the sales and ad operations departments to work more efficiently while delivering more to their clients - the advertisers themselves. Vose says. The system - enterprise-class Dart for Publishers, which is hosted software from DoubleClick Inc. - does that by supporting improved accuracy in delivery and expanded reporting capabilities, for example. There's no question that the project

that one of the biggest concerns was messing up orders already in the system during the migration to the new one He says careful planning prevented that, "It was understanding how the systems interfaced and making sure the correct information was being passed across," he says, adding that his project team modified the existing order entry system to accommodate the

was a large undertaking, and Vose says

Vose says one of the top three factors for the project's success was making sure orders were entered accurately; he hired an accounting agency to provide temporary workers to do data

migration to the new one.

the process that "save a ton of time in the overall process."

Vose also credits his connection to his counterparts in other business units. Working with the salespeople from the start to understand their needs helped him win project approval from senior management and made it easier to select the right vendor, he says. Moreover, Vose's connection to

other departments didn't wane as the project progressed. He sent out weekly e-mail updates to about 75 stakeholders, a process that prompted open dialogue that generated ideas on how to deliver the strongest product possible. The end result, Vose says, is an ad-

serving system that supports senior management's goals for aggressive revenue growth and new advertising opportunities

"It's allowed us to manage our campaigns more effectively than in the past," says loe Farrell, director of advertising sales for Chicago Tribune Interactive.

Pratt is a Computerworld contributing writer in Waltham, Mass. Contact her at marykpratt@verizon.net.



No servers run cooler.

Fujitsu PRIMERGY servers beat the heat with Cool-Safe technology.

IT organizations have always counted on the performance and reliability of Fujitsu PRIMERGY servers. Thanks to Cool-Safe technology, they can count on lower utility bills and a smaller carbon footprint. too. Even cooler, our new PRIMERGY TX120 tower server for small businesses and SOHOs is the smallest, quietest, most energy-efficient tower server on earth. And you don't even need an on-site IT staff because Fuitsu PRIMERGY servers include PRIMERGY Server View Remote Management software, which gives outside consultants or IT staff at headquarters all the secure remote access they need. How cool is that? To find out, go to http://us.fuitsu.com/computers/PRIMERGY.

HIGH ENERGY EFFICIENCY

A FUTU. PRIMERGY TX120 tower server with a Gual Core street warn

COOL-SAFE TECHNOLOGY.

Bacer fore and independent or funnels improve arriow so Fuyeu PRMERGY servers can run faster cooler and queter







THE POSSIBILITIES

8 Such Fagus Lome to Repress Chapters of Angel Representation of England and the Representation of Andreas and Representation of Angel Representati



Dual-core. Do more.



HEN IT COMES to leaders, no two are alike. But while there are distinct leadership styles, there are also common traits among those who influence.

An ability to listen well, create or capture a vision, and be creative and open-minded while staying on task are just a few. These three Premier 100 honorees oversaw long-term, multistage projects that put their core leadership qualities to the test.

..... CIO. Scottrado Inc., St. Louis

m Project at a glance: The online invest-ment company built a 34,000-square-foot

ita center to help support annual double digit increases in daily trading volume ale with an exponential increase in the amount of so-called market traffic that it receives from financial data providers such as combern LP and Reuters Group PLC. ignature leadership move: Kept up to morale by regularly communicating his sup-

Before Scottrade broke ground on a \$25 million data center last year, the company hired a project manager to oversee its biggest project ever and make sure all the deadlines were met.

With the necessary personnel in place, Patterson, 46, focused on other aspects of the project. For example, he made sure that vendors such as Cisco

Continued on page 54

With Teradata Corporation, you can expect great things.



But then, that's nothing new.

We've provided market-leading data warehousing and analytic technologies for years. And now, as an independent corporation, we continue to focus 100% of our efforts on developing smarter, more powerful solutions that provide the insight you need.

We are masters of helping customers leverage data for competitive advantage, deeply knowledgeable about the industries in which we serve, and relentlessly committed to successfully solving our customers' business challenges.

It's what you expect. It's what we do.

Teradata.com



Continued from page 52 Systems Inc. understood the business context of the company's escalating net work capacity requirements before designing a new network infrastructure.

signing a new network intrastructure.
Online brokerages such as Scottrade often handle 10% to 20% of
their daily trading volume right after
the opening bell. "When the market
opens, we can just get slammed," says

Patterson.

The pace of trading can remain frenetic throughout the course of a day when the market is experiencing the kinds of gyrations it has undergone recently. Scottrade has seen a 27% yearover-year increase in daily stock trades, from about 170,000 to 190,000 daily trades in 2006 to between 230,000 and 260,000 trades per day this year.

Meanwhile, market data provided by firms such as Bloomberg and Reuters has surged from a high of about 4,200 stock quotes per second on a typical day in the summer of 2006 to 31,000 quotes per second in July 2007, says

Patterson.

"This was not just a data center move, but building the [IT] architecture for the growth we see in the future." be explains.

So three months before Scottrade began designing the data center, Patterson brought in a group of Cisco engineers and allowed them to dig into its existing network "to understand our peaks and valleys" of data traffic, he says.

Once the new network was built, Patterson brought in other firms to stress-test it for six weeks before lighting it up. "What we did was test, test and test." says Patterson.

For an online hrokerage like Scottrade, which also boasts 311 branch offices, gathering data and managing and executing trades is a business that requires a state-of-the-art data center where downtime isn't an option.

In light of that, Patterson believes his greatest contribution to the 12month project was communicating each person's role and reminding them how much their contributions were appreciated.

"IT is a Rodney Dangerfield-type job," says Patterson, who left a consulting role at Deloitte & Touche LLP to become Scottrade's CIO in July 2005. "It was really about letting everyone feel and understand that I was there"

to support them, he adds.

To ensure that the transition between data centers didn't affect customers, Patterson and his team worked

tween data centers didn't affect customers, Patterson and his team worked closely with AT&T Inc. and Verizon Communications Inc. to set up 10 Gigabit Ethernet pipes spanning the eight miles between the two data centers.

That kind of contingency planning paid off. Scottrade works with about 20 "market makers" — broker-dealer firms that hold shares of a given security in order to facilitate trades. Each of them owns and runs ist own data lines into the online brokerage. When Scottade was ready to go live with the new data center in May, some of the market to the control of the market in the control of the

The new data center is "essential" to Scottrade's capacity to offer new products and services, says President and CEO Rodger Riney, who sponsored the

project.

Patterson's ability "to motivate and lead our IT staff," he says, "has been key to the successful completion and integration" of the new data center.

We demonstrated to people that this wouldn't be the 'be-all, end-all' system. We'd learn from the market and then add functionality (later).

DWIGHT D. SIGTH
Senior vice president of information resources, Marriett Vacation Club international, Orlands

Project at a sissee: Marriett Vacation

Club Inters

quickly to identify, select and implement a points-based reservation system to help support a business decision to rapidly expand MYCI's presence in the Asia-Pacific time-share market.

III Signature leadership move: Played the diplomat to ensure that all voices were heard in the priority-setting process.

In late 2005, when Smith, 46, became involved in a fast-track project to sup-port MVCTs expansion plans in the Asia-Pacific region, his biggest responsibilities were centered around balancing the priorities of key stakeholders.

"The challenge was to make sure that everyone's criteria for success was

going to be addressed, "says Smith.
That mean tharmonizing the needs
of key stakeholders, such as the business executive responsible for MYCIP:
resort management activities. For
Smith, it also meant determining
which features were essential for the
reservation system for the short term
while limiting the level of customization done so that the system could be
implemented fast.

"We had to get to market quickly," says Smith. "We demonstrated to people that this wouldn't be the 'be-all, end-all' system. We'd learn from the market and, then add functionality" later, he says.

To identify and balance varying priorities from different constituents, Smith met early and often with a mix of business unit and business process leaders

The higgest thing that I needed to do in the beginning was make sure what 'success' was for [the Asia-Pacific business team and the business process owners] and create a hridge between what I was seeing going on in the market and what was going on internally at MVCI," says Smith, a 20-year Marriott veteran. That process included promoting the needs of MVCI's.

IT organization, he adds.

It also required diplomacy to ensure
that those priorities were, in fact, halanced. The project "could have easily
gone off track if any one group became
the dominant voice," says Smith.

For example, he made sure that the software vendor MVCI selected didn't meet or speak solely with executives from its Asia-Pacific business unit and

fic business unit and Continued on page 56 "With application simulation, we're seeing tremendous business value, reduced risk and lower costs. iRise just makes sense."

Healthcare Account Executive
 Leading Global Technology Services Compan



With iRise, IT leaders are assured that every dollar spent on innovation will deliver the desired business value. Using iRise, IT leaders can now easily align with the business — turning innovation initiatives into real

opportunities for growth. filise simulations look and ac just like the final application, creating a blueprint for wha to build. As part of a rapid, Iterative definition process, filse eliminates confusion and ensures that business gets wha they want — the first time. No surprises, No wasted effort.

Want faster results? www.iRise.com/simulate_firs

iR15 e

Platinum Sponsor

CONFUTERWORLD

TREMITER

IT LEADERS
CONFFRENCE

March 9-11, 2008 · Orlando, Florida

Visit us at the iRise networking lounge

Continued from page 54 disregard the needs of the company's business process owners when designing the system.

Smith also played a central role in making sure that all of the key stakeholders were involved in the governance of the project. It required those players to study the market to determine which features would need to be added to the system during the first few years after its implementation and mapping that against available funding.

Smith's role in the effort has earned him praise from his boss. "Within an aggressive time frame. Dwight led a highly collaborative, cross-functional

grade the existing frame-relay network infrastructure would have to compete for funding with other projects throughout the company. And unlike the types of IT projects that would have a more visible impact on the business, a network upgrade didn't carry a clearly quantifiable return on invest-

"So I worked with business counterparts in dissecting their needs and worked through the organization politically," says Butler, "It came down to finding people in the organization with a voice.

ment, notes Butler.

For instance, Butler discovered that Accor's training department was in need of additional network bandwidth

Accor also wanted to increase its network bandwidth to support new customer relationship management and point-of-sale applications that are currently being added. For instance, Accor is beta-testing property management systems that will be rolled out to 100 Motel 6 locations by the end of this year, says Butler.

Around the same time it was upgrading its network, Accor was working on a separate project to encrypt customers' credit and debit card transactions as required by the Payment Card Industry (PCI) Data Security Standard.

Accor's CEO regarded the PCI effort as an organizational priority. And



I worked with business counterparts in dissecting their needs and worked through the organization politically. It came down to finding people in the organi-

M. BUTLER, VICE PRESIDENT OF IT, TELEGUMAUNICATIONS AND SUPPORT STRUCES, ACCORNORTH AMERICA

business team in implementing the technology required to enable a successful launch," says MVCI President Steve Weisz.

Although MVCI is still getting to know the Asia-Pacific time-share market. Smith says he's upbeat about its accomplishments thus far. "We feel pretty good about it," he says. "We've been able to achieve our plan."

DINAN M. BUTLER Vice president of IT, telecommun ons and support services, Accor North rica, Carrollton, Texas # Project at a glance: The hotel opera expanded network bandwidth and made other technology enhancements, such as adding Wi-Fi for its Motel 6 brand. fare leadership move: Marshajed ort for a network upgrade by identifying key business-unit leaders.

Butler, 37, knew that the aging frame-relay network that had been supporting Accor North America's Motel 6 business "wasn't fitting the bill anymore," as he puts it.

Problem was, any proposal to up-

to support its use of e-learning tools. Through his legwork, he found that other business divisions also required additional network capacity. So he worked with leaders from those departments to solicit their support and began communicating those requirements to the company's top executives.

Butler's efforts included determining what changes Accor needed to make to its network infrastructure to support its expanding business and operational requirements. He did this in large part by listening to business advocates, Accor's technical teams and other people throughout the organization.

To devise a new network strategy, Butler put a lot of energy into educating business executives and key stakeholders on the need for a new network infrastructure - in terms they could understand.

"I spent a lot of time at the beginning to make them comfortable with the language," he says. That included avoiding technical jargon and clearly explaining the benefits that a network upgrade could deliver.

since Butler's project team was able to deliver encryption capabilities over the new network, the PCI effort, which earlier this year was named a winner in Computerworld's Honors Program, would be a side benefit of the network

upgrade. It took Butler a few months, but he eventually rounded up the support he needed in October 2006.

It certainly helped that he was able to gain buy-in from senior management, starting with his own boss Accor North America Executive Vice President and CIO Jeff Winslow, "My boss was instrumental in being a sounding board," says Butler.

"Adrian's strategic and technical leadership, vision and ability to align business objectives with IT strategy are keys to the success of this project and our organization," says Jim Amorosia, president and chief operating officer of Motel 6.

"[The project] maps directly back to our customers' perspective," says Butler. "[So] when they come to Motel 6, their data is going to be safeguarded."

The Highly Reliable Times

VOLUME 1 - ISSUE 5

Windows Server 2003

SWISS SEES RELIABILITY SOAR WITH WINDOWS SERVER, CHECKS RED HAT AT GATE



E SWISS INTERNATIONAL AIR LINES hob,

Global Airline's Migration Yields 99.95% Reliability

By MICHAEL BETTENDORF

ZURCH—Serias International Air Lines (1993), Switzerland's antional airlies, names 75 discinsations amount the world with 6,000 lines, parties, 75 of prima's both files, 7500, 150 of prima's prima's both files, 7500, 1500

market prooption in the air line industry, according to sups CEO Frank Meyer. The our business, having a plane in the maintenance honger is not good for our image. It is the easist for our calline service people supset it to be up and After an intensive own various Market an intensive own various Mayer and bit team chosen Windows Server 200 and NETS Since all grating of the Market and M

Por the full awas story, plus other case studies and independent research findings on the crimbility of Windows Server verses Ednas, visit microsoft combulistics

include smilling, calmness

A study relinant today shows significant mood quantities such as French Moyer (left) when they — Continued as

CLARENCE D. WHITE, CIO, IT SECRETARY, THE SALVATION ARMY, WESTERN TERRITORY

It moved from being a tool to help the process - what [users] asked for - to an opportunity to allow technology to have an impact on our business and ministry.

CLARENCE D. WHITE

Cit.) It secretary. The Salvates Army, Western Territory, Lough Seach, Call?

Ill Project at a glassec Development of Ministry Snapshot, an enterprise reporting and performance-waying system that applica complex algorithms to present the "efficiency" of each local operation in simple perspitated conversals. In not only saven smooth perspitated conversals. In not only saven smooth perspitated and the second of the second secon

In 2003, The Salvation Army's Western Territory, which includes 13 states, had so many system silos, it looked like an aerial photograph of Nebraska.

"It was statistical information that we had collected for years, on hundreds of categories that we religiously asked people to submit every mouth — how many people have showed up for meetings, how many food boxes prepared, how many beds available and so on," says White. "We have been collecting that information for decades."

Not only that, but much of the administrative work at 250 local "corps" involved drawing information from those systems and compiling it into reports manually, a huge clerical effort every year.

Finally, although those unconnected data stores held huge amounts of information collected over decades, it wasn't feasible to combine and report the information in ways that might

Continued on page 60

ORPORATE IT managers are typically part of clear hierarchicles, and their projects often have a single customer to the twice president of the section organism. It is agit to serve diverse constituencies that are governed by consensus, no by fair. Three Premier 100 honorees show that success in these areans requires a deft touch.

Outside the corporaworld, the nonprofit nematics is the deter mination and diplomacy of IT leaders.



WORLD'S ONLY

Introducing the Efficient Enterprise:™ more power, more control, more profits

Can your legacy system say the same?

Your service panel limits the amount of power available. Your budget limits the amount of money. You have to stretch every bit of both as far as you can. What you need is the APC Efficient Enterprise."

The APC solution offers modular scalability so that you per only for what you use; capacity management so that you know where to put your next server, and dedicated in-row and heat-containment systems that improve cooling and thermal predictability. An Efficient Enterprise earns you money through the pre-planned elimination of waste. For example, simply by switching from room- to row-oriented coolings used will save, on evenae, 35% of your

electrical costs. Our system reimburses you

Whether you're building a new data center or analyzing the efficiency of existing systems, your first step is knowing where you stand. Take the online Enterprise Efficiency Audit to see how you can reap the benefits of a smart, integrated, efficient system: more power, more control, more profits.



CAPACITY MANAGER



CLOSE-COUPLED COOLING



P - Power C - Cooling R - Red CONSERVE POWER



.



How efficient is your enterprise system?

See exactly where you stand—take our online Enterprise Efficiency Audit today!

APC'

Visit www.apc.com/promo Key Code a 139w • Call 888-289-APCC x9326 • Fax 401-788-2797

Continued from page 58

have helped The Salvation Army understand and improve its operations. It was gold to be mined, says White, 44.

The databases hold information about financial data, the people and the physical assets for each corps, plus performance statistics in a hundred or so categories, such as local meeting attendance. The original request from local users was to automate the production of annual reports that drew on this data, White says

"That spawned an idea for us, I said, 'We can develop a snapshot that gives you, in real time, the performance data that you have been gathering manually and display it on a Web site." says White, "Then we took it one step forward and said, 'Now that we have that information in a snapshot, we can create measures, ratios and scorecards and display them in the same snapshot.' It moved from being a tool to help the process - what [users] asked for - to an opportunity to allow technology to have an impact on our busi-

ness and ministry. The result was the Ministry Snapshot, an application that draws data from a number of sources and applies statistical methods, weighting and scoring algorithms to produce summary measures of the operating efficiency of each corps in graphical form. First deployed in 2005, the application has since undergone several updates.

Because it wasn't obvious how hundreds of factors could be combined to show efficiency - indeed, how "efficiency" should be defined - the development process was necessarily an iterative one, says White, who describes himself as the "visionary" for the proiect but not the project manager.

"As we saw something work, it always raised the question, 'It would be nice if . . . 'Users had lots of great ideas for things they wanted to measure, and we did quite a number of iterations. In a traditional software development project, you might call that 'creeping featurism.' But it was our deliberate

methodology," White explains. Another challenge was to make the performance displays acceptable to the people whose operations were being viewed. "Even if all our units are performing terrifically, when we compare

them against one another, some that are performing well are still going to end up in that 'undesirable' quadrant," White says, "That created quite a risk for this project, and it still does.

"Our culture is built on seeing pot tial in people and trying to identify the best in them. It's countercultural for us to put people in a negative quadrant." His solution was to carefully position the Ministry Snapshot in a nonthreatening way. "We continuously remind people that this is not a report card," White says, "It's a business tool

to help us know where to focus, to know where your time is best spent." "Clarence White really caught the vision of capturing all our data streams and providing a visual tool for displaying the results," says Martin Hunt, assistant territorial program secretary. "The Ministry Snapshot is a fantastic tool for senior leadership and the local Salvation Army leader.

We didn't make people hit every single milestone, but we did hold them publicly accountable for what they said they were going to do.

MICHAEL H. HITES CIO and vice preside and IT, New Mexico State University. Las Cruces

■ Project at a glance: Rollout of a com-prehensive ERP system for students, facul and administration at MMSU, which has 13 research and science centers and 27,000 students. The system encor the major business functions of the university,

such as accounting, student aid and payroll. m Signature leadership move: Took the lead as project champion, with zero tolerance for scope creep.

"Typically, you wouldn't go down all these roads at the same time," says Hites, 39.

That's something of an understatement. Hites and his colleagues rolled out SunGard Higher Education's Banner ERP software for student data. finance and accounting, financial aid, human resources and payroll, and alumni and development - virtually all key business functions of the university - in one megaproject for 35,000 students, faculty and administrators

At the same time, it installed several other systems, including e-mail and a Web portal for students. The project kicked off in October 2003, and the last module went live this past February. Hites says the ERP rollout cost just \$15 million, about one quarter of the

cost of a similar system going in at a comparable university in the region. "Getting it done" was his greatest contribution to the project, he says. "We had a long history of finishing

projects almost all the way." Hites cites several reasons for the success of the huge project. "We had universal buy-in throughout the university before we started," he says. "And we empowered the functional units to manage their own portions of the project. For example, it was not thought of as an IT project in the financial aid office or an IT project in the registrar's office."

Another success factor was that the multidepartmental steering committee overseeing the project, which Hites chaired, took a tough stance on scope creep. "We had a strict adherence to a vanilla Banner," he says

The university's president played a key role in keeping the SunGard Banner software "vanilla," or unmodified. He gave the 20-person ERP Steering Committee unprecedented power to make policy decisions that might have required many months of deliberation by the faculty senate, employee organizations and others groups.

"I was able to convince the president that if he would help us in this way, we could stay on budget and on time," Hites says.

For example, the committee was able to quickly make a major change Continued on page 62 Participate in the nation's largest gaithering of ClUs and senior N° executives.



March 9-11, 2008 Rosen Shingle Greek Resort Orlando, Florida

To register as an IT end-user executive, please visit www.premier100.com



There's the primate business case, and then there's reality, Be conservative. If you've got no number, you need to add a confidence level actor, so you start to look at a range instead of a greet, a minimum instead of a maximum.

SEN L. BERRY, CIO, OREGON DEPUREMENT OF TRANSPORTATION

Continued from page 60 to payroll that reduced what had been multiple pay cycles, such as biweekly, semimonthly and monthly, to one stan-

dard schedule.

"Normally, that would have had to go through the faculty senate, employee organizations and so on," Hites says. "It would have taken six to nine months,

and they still might not agree."
The steering committee had to be chaired with a delicate touch, Hites recalls. "We had a tremendous amount of 'trust but verify." We didn't make people hit every signle milestone, but we did hold them publicly accountable for what they said they were going to Mo. When you are in a group of 20 of your peers and you're the one who didn't hit your timeline, it doesn't take very many words to make you feel bud."

The difference between big projects at universities and those in companies, Hites says, is the lack of well-defined hierarchies in academia

"We have three separate but equal parties — students, faculty and administration," he says. "If you don't work with them throughout the whole process, any one of them can make your life miserable."

"Hites made this possible simply by taking the lead," says Ben Woods, senior vice president for planning, physical resources and university relations." A step of this magnitude cannot be taken half-beartedly. It needs a champion who is absolutely committed to seeing it through successfully."

DEN L. DERRY CIO, Oragon Bapartment of Transportation, Salom II Project at a glance: It enfolded in two major phase: planning, which included promajor phase: planning, which included proparing an inventory of statewide IT essets and preparing a business case for consolidation, and interestation, which resulted in the creation of a state data center with soalt-tolerant and redundant components, two IBM Socries maintrannes, BOD servers and statewide network facilities.

El Signature leadership move: Led a team of 12 CIOs to sell a compromise project plan to the state governing board.

Major departments of state governments typically go their own way with IT, with each having its own data center. But Oregon recently became one of just three states to consolidate data centers and networking infrastruc-

tures into one large, shared facility. The objective of the consolidation, says the project's leader, Berry, was to reduce costs while maintaining or improving service levels. He says his agency is already saving 5% of its server, mainframe, network and storage costs, but the real savings won't kick in until the fifth year, after amortization

of loans and interest.

Berry, 55, was chairman of a 12person committee of CIOs for the project, but he prefers to call himself a
"facilitator."

"This [committee] kind of changed our culture to where it wasn't just command and control in your own shop, but more of a collaboration for a greater good," he says. "That meant giving up the infrastructure that each of us owned."

The CIOs encountered a major stumbling block when they discovered that the consolidated facility would need more people than they had first anticipated. The original plan had been to put 93 employees in the new center and lay off 62. "But we had all that tribal knowledge in people walking out the door, and we had the transition period of a year. What would happen if we were understaffed? With 93 people, stuff would have fallen over," Berry says. With the state legislature counting on big labor savings, the CIOs clearly had a problem.

The solution was for Berry to work with the other ClOs to present a persuasive case to the governing board, which in turn sold it to the legislature. As a result, nearly all of the 155 workers were retained initially, with the dide that staff size would shrink over time and that the cost savings would increase.

Berry says that CIOs who are going down a similar path should realize morthout that their best cost estimates are likely to be low. "There's the original business case, and then there's reality," he says. His advice: "Be conservative. If you've got one number, you need to add a confidence-level factor, so you start to look at a range instead of a target, a minimum instead of a maximum."

Michael Marsh, deputy director of the Oregon Department of Transportation, says pulling all the parties together for the project was a "huge challenge." It required Berry to deal with issues of trust and autonomy, colective bargaining and service-level agreements. "It was a huge deliverable, and Ben was in a premier role as head of the CIO group," Marsh says.

"He focused very specifically on customer service," Marsh adds. "He made sure that all the perspectives of all agencies were heard by the vendor and by the folks implementing it. He also worked hard to make sure that the agencies communicated well." The Weekly T

Storage Ne

irus and Vulnes and Roundus

Mobile/Wirele

Good news travels fast with Computerworld.com newsletters.

Infrastr

Emer

www.computerworld.com/newsletters

COMPUTERWORLD

The 2008



Asif Ahmad, 40

Vice president of diagnostic services, CIO, associate dean of academic computing. Duke University Health System and Medical Center, Durham, N.C.

Bud Albers, 43

Senior vice president, chief technology officer,

MusicNet Seattle

Peter A. Baker, 50 Vice president of information systems and technology, Emcor Facilities Services, Mill Creek, Wash.

Christopher R. Barber, 42 Senior vice president, CIO,

WresCorp. San Dimes. Calif.

Ben L. Berry, 55 CIO, Oregon Department of Transportation, Salem

Kevin N. Bett. 52 Senior vice president, CIO, Ryder System Inc., Miami Mark L. Boxer, 47 President and CEO of the operations, technology

and government services business unit. WellPoint Inc., North Haven, Conn.

Adrian M. Butler, 37

Vice president of IT, telecommunications and support services. Accor North America, Carrollton, Texas

Bogdan Butol-Teodorescu, 36 Chief technology officer. Animas Corn /Johnson & Johnson

West Chester, Pa. Vidya S. Byanna, 42

Executive director of global infrastructure, Accenture LLC, Chicago

Michael J. Carless, 44 Vice president, CIO. Xcel Energy Inc., Minneapolis

Wendy M. Cebula, 36 Chief operating officer,

VistaPrint Ltd., Lexington, Mass.

Derek A. Chan, 36 Head of digital operations, DreamWorks Animation SKG Inc.

Giendale, Calif. Lien Q. Chen, 56

Director of corporate IT. RAE Systems Inc., San Jose -----

Dale Christian, 44 CIO, Avanade Inc., Seattle

Phil Chuang, 36 CIO, Telecare Corp., Alameda, Calif.

Ken L. Cooks U.S. ClO. PricewaterhouseCoopers LLP. Tamos Fla

Eric W. Comporthwelte, 40 Chief information security officer, Providence Health & Services, Seattle

Continued on page 66



_DAY 89: Our power and cooling costs are out of control. We spend the bulk of our IT budget just keeping the data center cool. I told Gil we need to go green in a big way.

_DAY 91: Gil took us green...kelly green, to be exact.

_DMY 93: You don't go green with paint. You go green with IBM Cool Blue* technology and energy sanagement services. Advanced server and storage virtualization on help consolidate our boxes to lower energy usage. And the new IBM POWENS* systems help us use less energy doing the same amount of work!

_Our data center will be green now. And painted white.





Learn how to make your data center more efficient:
IBM.COM/TAKEBACKCONTROL/GREEN

1 Procures Advanced Power Vinusication, which is optional and available at an additional charge. ISM, the ISM trop. Czel Blue, PCMEPS and Take Deck Control are trademarks or registered trademarks or literatives and international Blueviers Michigan Cognition in the United States and/or order outliers. ©2007 ISM Corporation All rights reserved.

Continued from page 64 Brenda L. Docker, 52 CIO, State of Nebraska, Lincoln

Don C. DeLoach, 48 Chief information systems officer,

City of Tallahassee, Fla. David B. Dillohunt, 56

CIO, FirstHealth of the Carolinas Inc., Pinehurst, N.C.

...... Christopher C. Eberly, 42

Head of enterprise information management. ING Groep NV. Hartford, Conn.

Vice president, CIO

Building scaffolding

Gall F. Farnsley, 47 Vice president of IT, CIO,

Cummins Inc., Columbus, Ind. Brian S. Flynn, 48

Senior vice president of technology. BCD Travel, Atlanta

Rick Franckowiak, 38 Director of IT, Johnson & Johnson Pharmaceutical Research & Development LLC,

Raritan, N.J. Emery W. Freeman II. 45 Assistant vice president, NASD markets.

they will go down smoothly.

services and information division. NASO Inc., Rockville, Md.

Franz N. Fruehwald, 48 CIO. Catholic Human Services. Archdiocese of Philadelphia

Bradley D. Furukawa, 50 Vice president, sector CIO, Northrop Grumman Corp., Redondo Beach, Calif.

-----Sheng Buo, 43 Chief technology officer, New York State Unified Court System

David C. Harkness, 43 Vice president, CIO, PNM Resources Inc., Albuquerque

Michael R. Hawkins, 48 Director of data warehousing. Sabre Holdings Corp., Southlake, Texas

Wynne K. Hayes, 45 Chief technology officer of corporate applications. Constellation Energy Group Inc., Baltimore





Randall D. Headrick

Director of communications and inform Air National Guard ClO, National Guard Bureau A6. Andrews Air Force Base, Md.

Robert G. Henderson, 36 Director of cyber infrastructure. University of the Pacific, Stockton, Calif.

Bonnie Ann Henn-Pritchard, 54 Assistant vice president of technology services

BNSF Railway Co., Fort Worth, Texas Mark Hilbush, 48

Vice president of information services,

United Parcel Service Inc., Mahwah, N.J.

Michael Kevin Hilliger, 48 Vice president of North America information management, Xerox Corp., Rochester, N.Y.

Anthony HIII, 48 CIO. Golden Gate University. San Francisco

Michael H. Hites, 39

CIO and vice president for planning and IT, New Mexico State University, Las Cruces

Joy R. Hughes

Wiesloch, Germany

Vice president for IT. CIO. George Mason University, Fairfax, Va.

Howard N. Hutchings, 53 Executive vice president, Heidelberg Druckmaschinen AG.

Michael S. Israel, 40

Senior vice president of information services, Stx Flags Inc., New York

Michael A. Jackswald, 36 Vice president of claims technology services, Alistate Insurance Co., Buffalo Grove, III.

Kumud Kalla, 42 CIO, executive vice president of customer operations, Direct Energy, Toronto

-----Brandt R. Karstons, 47 Vice president, director of systems,

HDR Inc., Omaha Grainno E. Koarns, 48

General manager of enterprise infrastructure services, Sensis Ptv., Melbourne, Australia

Matthew P. Keener Chief technology officer, Ferwick & West LLP, Mountain View, Calif.



Premier 100 IT Leaders 2008

Continued from page 6-4 Brenda L. Decker. 52 CIO. State of Nebraska, Lincoln

Don C. DeLoach, 48 Chief information systems officer City of Tallahassee, Fla.

David B. Dillehunt, 56 CIO. FirstHealth of the Carolinas Inc.

Problem N.C. Christopher C. Eberly, 42

Head of enterprise information management ING Groep NV. Hartford, Conn.

Roland L. Etcheverry, 63

"When you speak, speak gently so that when

Building scaffolding

Vice president, CIO

in construction

Gail F. Farnsley, 47 Vice president of IT. CIO.

Cummins Inc. Columbus Ind.

Brian S. Flynn, 48 Senior vice president of technology,

BCD Travel, Atlanta Rick Franckowiak, 38

Director of IT. Johnson & J. Hrison Pharmaceutical Research & Development LLC

Rantan, N.J. Emery W. Freeman II. 45

Assistant vice president NASD markets.

you have to eat your words, they will go down smoothly."

Pulled the plug on an SAP go-live four hours before the final

"I am by training a social worker and a psychologist."

services and information division, NASD inc. Rockville Md.

Franz N. Fruehwald, 48 CIO, Catholic Human Services. Archdiocese of Philadelphia

Bradley D. Furukawa, 50 Vice president, sector CIO. Northrop Grumman Corp. Redondo Beach, Calif.

Sheng Guo, 43 Chief technology officer. New York State Unified Court System

David C. Harkness, 43 Vice president, CIO, PNM Resources Inc. Albuquerque

Michael R. Hawkins, 48 Director of data warehousing, Sabre Holdings Corp. Southlake Texas

Wynne K. Hayes, 45 Chief technology officer of corporate applications Constellation Enemy Group Inc., Baltimore

at&t // Mobile











Randall D. Headrick

Director of communications and information. Air National Guard CIO, National Guard Bureau A6, Andrews Air Force Base, Md.

Robert G. Henderson, 36 Director of cuber infrastructure University of the Parchic Stockton Calif.

Bonnie Ann Henn-Pritchard, 54

Assistant vice president of technology services BNSF Railway Co Fort Worth, Texas

Mark Hilbush, 49

Vice president of information services, United Parcel Service Inc., Mahwah, N.J.

Michael Kevin Hiliger, 48 Vice president of North America

information management Xerax Corp., Rochester, NY

Anthony Hill, 48 CIO, Golden Gate University, San Francisco

Michael H. Hites, 39

CIO and vice president for planning and IT.

New Mexico State University, Las Cruces



DeAndre Hodo, 38

Global director of IT infra-structure and operations Littelfuse Inc. Des Plaines, III.

creational personal best 161 mph lap time at the Chi-cagoland Motor Speedway

What's on your MP3 or CD

Hayer Akon

Favorite TV show Battlestar

"That I am a Mac user."

What do you love about IT? "That I get paid to do a job that I would do for fun or for

Joy R. Hughes

Vice president for IT CIO. George Mason University, Fairfax V.:

Howard N. Hutchings, 53 Executive vice president.

Heidelberg Bruckmaschinen AG Wiesloch, Germany

Michael S. Israel, 40 Senior vice president of information services. Six Flags Inc., New York

Michael A. Jackowski, 38 Vice president of claims technology services. Alistate Insurance Co., Buffalo Grove, III.

Kumud Kalia, 42 CIO executive v ce pre

operations, Direct Energy

Brandt R. Karstens, 47

Vice president director of January HDR Inc. Om to

Grainne F. Kearns 43 General management end-could

infrastructure services Sensis Pty, Melbourne Australia

Matthew P. Kesner

Chief technology of ficer Fenyick & West LLP, Mountain Vir a Card





















Douglas E. LaVelle, 42

Director of business relationship management, Corporate Express US Inc., Broomfield. Colo.

Michael R. LeRoy, 52 Senior vice president, CIO.

Senior vice president, CIC Detroit Medical Center

Stephen M. Levin, 54 CIO of university services, University of Minnesota, Minneapolis

Michael J. Long, 45 Senior vice president of global services, Siemens Medical Solutions, Malvern, Pa.

Bruce Marcus

Executive vice president, CIO, The McGraw-Hill Cos., New York

Scott R. Marean, 38

Vice president of IT, project management office and software development, R.J. O'Brien & Associates, Chicago

Keith R. Marks, 47 Vice president of IT, Medironic Inc.,

Minneapolis John W. Martillo, 45

Director of enterprise systems and storage, The Aerospace Corp., El Segundo, Calif.

CIO, Tridel Corp., Toronto

Bavid J. McCue, 51 Vice president, ClO,

Vice president, CIO, Computer Sciences Corp., Falls Church, Va.

Hugh Miller, 42 Chief technology officer, City of San Antonio

Randy Mitchelle, 56

Vice president, Landstar System Inc., Rockford, III.

Carl E. Morales, 64

Senior vice president, chief technology officer,

MetLife Inc., Long Island City, N.Y.

Elvis D. Moreland, 39 Senior information assurance analyst.

SRA International Inc., Fairfax, Va.

Gregory B. Morrison, 47 CIO, Cox Enterprises Inc.,

The bulletproof vest of the IT action hero.



Some days, it feels like you're being hit from every angle.

The CEO wants the overall view of the business. The CFO wants the variance to plan. And half a dozen business managers want their reports. Now.

That's why you need Cognos. We are the experts in performance management, delivering the only complete system on a single software platform, including reporting, analysis, scorecarding, planning, and forecasting. It's highly intuitive, giving all your users easy access to information and total confidence in their decisions. Unlike SAP and Oracle, we have 17 years of proven performance management experience. And with over 23,000 satisfied customers, we know how to make you look like the hero you are.

Proceed with confidence. To find out more, visit www.cognos.com/actionhero today.



ChoicePoint Inc., Alpharetta, Ga.



Charles Scott Lambert, 47
Project manager of logistics
modernization program
U.S. Army,
Fort Monmouth, N.J.

American history

Saving Private Ryan

"I played the drums and was a lead singer in a rock 'n' roll

Mowed lawns

Douglas E. LaVelle, 42

Orrector of business relationship management, Corporate Express US Inc., Renorated Colo.

Michael R. LeRoy. 52 Senior vice president, CIO. Detroit Medical Center

Stephen M. Levin, 54 CIO of university services, University of Minnesota, Minneapoks

Michael J. Long. 45

Michael J. Long, 45
Senior vice president of global services,
Summers Medical Solutions, Malvern, Pa.

Bruce Marcus Executive vice president, CIO,

The McGraw-Hill Cos., New York
Scott R. Marean, 38

Vice president of IT, project management office and software development, R. I. O'Brien & Associates, Chicago

Keith R. Marks, 47 Vice president of IT. Meditronic Inc.

Moneapolis

John W. Martillo, 45 Oirector of enterprise systems and storage. The Aerospace Corp., El Segundo, Calif. Ted Maulucci, 40 CIO. Indel Corp. Toronto

David J. McCue, 51 Vice president, CIO, Computer Sciences Corp., Falls Church, Va.

Hugh Miller, 42 Chief technology officer. City of San Antonio

Randy Mitchelle, 56 Vice president.

Landstar System Inc., Rockford, III.

Carl E. Morales, 64
Senior vice president, chief technology officer.
MetLife Inc.: Long Island City, N.Y.

Elvis D. Moreland, 39
Senior information assurance analyst.
SRA International Inc., Fairfax, Va.

Gregory B. Morrison, 47 CIO, Cox Enterprises Inc., Atlanta

The of the IT action hero.

Mack D. Murrell, 47

Cornorate director of IS and office facilities The Dow Chemical Co., Midland, Mich.

Ram Murthy, 47

Director of application systems Peace Corps, Washington

ian S. Patterson, 46 CIO. Scottrade Inc. St Louis

Scott Penberthy, 42

Chief technology officer. Heavy Inc. New York (formerly vice president of engineering, Photobucket Inc., Denver)

Marc F Probst 49 Vice president, CIO. Intermountain Healthcare, Salt Lake City

Neal & Poff 44

CIO Yuma County Yuma Anz

Vijay Raghavan, 41 Vice president and business information officer ChoicePoint Inc., Alpharetta, Ga.

Robert W. Rapp, 55

Vice mesident of IT. Chief technology officer Rent-A-Center Inc. Plano Texas

Larry G. Rencken, 46 CIO. Welch Foods Inc. Concord Mass

John R Rose 50 Vice mesident of IT

American Express Incentive Services LLC Fenton Mo

Tama Schriver Ruiz, 54

Vice president of information services. Geico, Washington



nes E. Schinski, 48 CIO, vice president Midwest Independent Trans-mission System Operator, Carmel, Ind. orite hook Freakonomics by Steven D. Levitt and

Guido F. Sacchi, 43 CIO, senior vice president of comorate strategies. CompuCredit Corp., Atlanta

T.W. Scott. 44

Vice president of Raytheon Information Solutions Raytheon Co. Reston Va

Clive Selley, 42

CIO of BT Wholesale. BT Group PLC. London

Charles M. Smith, 43

Director of technology business operations. TD Ameritrade Inc., Columbia, Md.

Continued on page 72

Stephen J. Dubner orrte move. Raiders of the Lost Ark "I was awarded a patent for a consumer product - a beach

Some days, it feels like you're being hit

The CFO wants the overall view of the business. The CFO wants the variance to plan. And half a dozen business managers want their reports, Now.

That's why you need Cognos. We are the experts in performance management, delivering the only complete system on a single software platform, including reporting, analysis, scorecarding, planning, and forecasting. It's highly intuitive, giving all your users easy access to information and total confidence in their decisions. Unlike SAP and Oracle, we have 17 years of proven performance management experience. And with over 23,000 satisfied customers, we know how to make you look like the hero you are.

Proceed with confidence. To find out more, visit www.cognos.com/actionhero today.





Conference, you can:

Participate in the nation's largest gathering of CIOs and senior IT executives

Learn from and network with
 Computerworld's Premier 100 IT Leaders

• Find solutions to the most pressing challenges for today's ClOs

Get advice from award-winning CIOs and industry experts on:

 Capitalizing on IT's End-to-End View of the Business

• Revitalizing IT Infrastructure to Sustain Agility and Innovation

 Executing a High-Value, Competitive and Integrated Information Strategy

 Ensuring and Nurturing High-Performing Next-Gen IT Leadership





ortfolio: A Deep Dive into IT Creativity and Excellence

AGENDA-AT-A-GLANCE

SUNDAY, MARCH 9, 2008

Noon - 5:00pm Pre-Conference Golf Outing 7:00pm - 9:00pm Welcome Reception

MONDAY, MARCH 10, 2008

8:00am - 8:15am Opening Remarks

a King, Executive Editor, Events and National Correspondent. 8:15am - 8:55am **Opening Visionary Address**

Douglas Merrill, Chief Information Officer and Vice President, Engineering, Google

8:55am - 9:30am Smarter, Safer and More Secure Healthca Asif Ahmed, Vice President, Diagnostic Services and Chef Technology Officer, Dute University Health System & Modical Center

Panel Discussion: Re-engineering Radu IT Leaders' Expanding Role in Crafting, Enabling and Executing Better Business 9:45am - 10:30am

Ambarr Julia King, Executive Editor Events, sterworks National Correspondent, lists: Wyman Heyes, Chief Technology Offloor, Enterpris mer and Business Solutions, Constitution Energy for ny Hill, Chief Information Offloor, Bolden Gest Linkens y Steinhorn, Chief Information Offloor, Medicaling and ng, Hess Corp., Alay Waghrey, Chief Information Offloor

10:40am - 12:30om Concurrent End-User Case Studies

Panel Discussion: Advancing an Agile, Intelligent and Energy-Efficient IT 2:00pm - 2:45pm rastructure: Lessons from the iding Edge

of Mitchell Mational Commencedard

publishmen sletz: Bran Cobb, Senior Wos President - Enterprise Sy agement: Information Technology, Famile Maie, Rock clowad, Desclor, Information Technology, Johnson S-me RRG, ULD: In Patience, Chief Information Office, tradic: Ten Taka. Chef Information Office, State of Micr tradic: Ten Taka. Chef Information Office, State of Micr

2:45pm - 3:20pm Visionary Presentation 3:35cm - 4:10cm Mobility Changes Everything: Building New Customer Touch Points

David Zanca, Senior Vice President, E-Commerce Technology, FedEx Corporate Services

4:10pm - 4:40pm **Enabling Anywhere, Anytime Creativity** Derek Chan, Head of Digital Operations, Deservition's Animation SNS

Networking Session/Activity 5:00om - 6:00om

6:00pm - 8:00pm **Networking Reception**

TUESDAY, MARCH 11, 2008

8:10am - 8:15am

8:15am - 9:00am

9:00am - 9:45am IT End-Us

10:00am - 10:30am IT End-User Case Study 10:40am - 12:30om Concurrent End-User Coop Sto

2:00pm - 2:45pm

IT End-Voor Case St. Date Frantz, Chief Information 245pm - 3:30pm

3:45cm - 4:30cm If End-User Case Study

IT End User Case Steel 4:30cm - 5:25cm

5:25om - 5:30om

7:00om - 7:30om Cockial Recorder 7:30om - 9:30om Bala Seening, "Boot in Class"



To register as an IT end-user executive, please visit www.premier100.com

Continued from page 69 Owight D. Smith, 46

Sencrive president of information resources.

Marriott Vacation Club International, Orlando

Steven J. Spano, 46
Director of communications and
information headquarters

United States Air Forces in Europe, Germany

Jeffrey L. Steinhorn, 43 C/O of marketing and refining. Hess Corp., Woodbridge, N.J.

Robert A. Strickland, 43 Senior vice president, ClO.

T-Mobile USA Inc., Bellevue Wash. Keith R. Sturgill, 44

Vice president, CIO, Eastman Chemical Co., Kingsport, Tenn

James M. Swartz, 59 CIO, vice president, Sybase Inc., Oublin, Catif

William J. Sweeney, 49 Managing director of global risk, compliance and legal technology. Ortgroup Inc., New York

Teri M. Takai, 58 CIO of Michigan Department of IT. State of Michigan, Lansing

Joseph J. Tufano, 55 Vice president, CIO St. John's University, Queens, N.Y.

Family, golf and travel to Italy

Akhil Tripathi Senoryospresident CIO

Harleysville Mutual Insurance Co., Harleysville, Pa.

George A. Vega, 45
Managing director, head of capital markets
technology, Wachovia Corporate & Investment
Bank Charlotte, N.C.

Jeffrey R. Vose, 41 Production systems director, Chicago Tribune Interactive

Ajay Waghray, 45 CIO, Verzon Wireless, Basking Ridge, N.J.

Richard O. Warren, 55 Vice president CIO, Foote Health System, Jackson, Mich

Clarence O. White, 44 CIO.IT secretary. Andrea Bocelli, Michael Amante, The Beach Boys and Bob Oylan

"While in college, I drove a horse-drawn carriage in Central Park."

The Salvation Army, Western Territory, Long Beach, Calif.

Michael F. Williams, 38

Executive director of IT, immune Tolerance Network, University of California at San Francisco

Craig Woods, 55
Manager of technology support.

United States Postal Service, Washington

Amelia W. Wright, 46

Formerly senior vice president, CIO.

AmenPath Inc., Addison, Texas

Oavid G. Zanca, 49

Senior vice president of e-commerce technology, FedEx Corporate Services Inc., Collierville, Tenn. ONLINE: Promier 100 Honor Roll:

or a list of all 900 honorees, past and prese sil www.computerworld.com/08/p100

How the Leaders Were Chosen Each year, Computerword evaluates moninated IT executives | envedid con/108): FIOD. Special thanks go to our seven judges,

Each year, Computerworld evaluates nominated IT executives for inclusion as Premier 100 IT Leaders in a multistep survey process. For a detailed look at our methodology, visit Comput-



Tony R. Caesar, OlO, Head/Penn Racquet Sports Inc., Phoenix (2007)



James J. Foots vice president of field technology and technical services, Automatic Data Processing Inc., Dealer Services Ovision, Portland, Ore.

Richard King. executive president:

executive vice president and chief operating officer, Thomson North American Legal, Eagan, Mnn. (2007)



Earl R.
Monsour,
director of strategic information
technologies,
Mancopa Community College
District, Temple.

Ariz. (2006)



Timothy C. O'Rourke, vice president for computer and information services, Temple University, Philadelphia (2004)

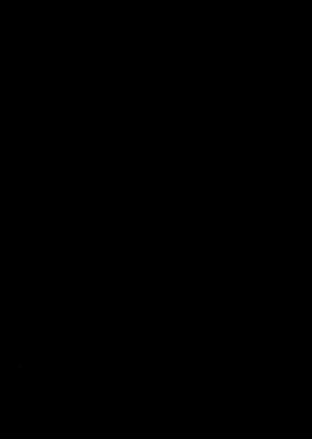


themselves Premier 100 IT Leader alumni (years noted), who

Robert A. K Rosati T senior vice president and CIO. C Werner Co., G Greenville, Pa Li (2001)

C

Keith Thibode aux CIO. Lalayette Consolidated Government. Lafayette, La. (2006)



Continued from page 69 Dwight D. Smith, 46

Senior vice president of information Marriott Vacation Club International, Orlando

Steven J. Spano, 46 Director of communications and

information headquarters. United States Air Forces in Europe, Germany

Jeffrey L. Steinhorn, 43 CIO of marketing and refining. Hess Corp., Woodbridge, N.J.

Robert A. Strickland, 43 Senior vice president, CIO,

T-Mobile USA Inc., Bellevue, Wash.

Keith R. Sturgill, 44 Vice president, CIO. Eastman Chemical Co., Kingsport, Tenn.

James M. Swartz, 50 CIO, vice president, Sybase Inc., Dublin Calif

William J. Sweeney, 49 Managing director of global risk, compliance and legal technology Citigroup Inc., New York

Tori M. Takai, 56 CIO of Michigan Department of IT, State of Michigan, Lansing

basketball

Central Park

Akhii Tripathi

Senior vice president, CIO. Harleysville Mutual Insurance Co., Harleysville, Pa.

Beerge A. Vega, 45 Managing director, head of capital markets technology, Wachovia Corporate & Investment Bank, Charlotte, N.C.

Jeffrey R. Voce, 41 Production systems director, Chicago Tribune Interactive

Ajay Waghray, 45 CIO, Verizon Wireless. Basking Ridge, N.J.

Richard D. Warren, 55 Vice president, ClO. Foote Health System, Jackson, Mich. The Salvation Army, Western Territory, Long Beach, Calif.

Michael F. Williams, 38 Executive director of IT. Immune Tolerance Network,

Amelia W. Wright, 46

University of California at San Francisco Craig Woods, 55

Manager of technology support, United States Postal Service, Washington

Formerly senior vice president, CIO, AmeriPath Inc., Addison, Texas David G. Zanca, 49

Senior vice president of e-commerce technology. FedEx Corporate Services Inc., Collierville, Tenn. Premier 100 Honor Roll:

Clarence D. White, 44 CIO, IT secretary, **How the Leaders Were Chosen** 08/p100. Special thanks go to our seven jud

Each year, Computerworld evaluates nominated IT executives for inclusion as Premier 100 IT Leaders in a multistep survey process. For a detailed look at our methodology, visit Cor



Tony R. Cases ClO, Head/Penn Racquet Sports (2007)

vice president of field inchnology

executive vice and technical serpresident and vices, Automatic chief operating officer, Thomson ing Inc., Dealer North American Services Division, Legal, Eagan, Minn. (2007) Portland, Ore. (2007)

Earl R.

director of stra tegic information technologies, Maricopa Community College District, Tempe Artz. (2006)

ed select this year's honorees

vice president for computer and information services, Temple University, Philadelphia (2004)

es Premier 100 IT Leader alumni (years noted), who

Robert A. Rosati. senior vice nes dent and CIO, Werner Co., Greenville, Pa (2001)

CIO, Lafavette Consolida Gover



• INFORMATIVE

OSTREAMING

topics of today from words. From business webcasts

Check out some of the latest webcasts at Computerworld.com:

- The Spyware Threat: How to Protect your Business
- Troubleshooting Application Performance
- Rapid, Widespread Adoption of CMMI at Lockheed Martin with Application Lifecycle Management



remier

The 2008 budgeting, purchasing and project plans of this year's Premier 100 IT executives

SPENDING POWER

Nearly two-thirds (65%) of this year's Premier 100 IT Leaders said their IT budgets had increased in 2007, by an average of 15%. Only 14% saw a decrease (of 12%, on average) and 21% reported that their budgets remained the same. Here's what the 100 IT executives have to spend in 2008.

S2M to S9.9M \$10M to \$49.9M \$50M to \$249 9M \$250M to \$999.9M

\$1B to \$1.5B Greater than \$15B

MISSION-CRITICAL

Software develo and upgrades

Network infrastructure

Data management and business intelligence

Security tools Disaster recovery and continuity planning

Content management tool including intranets, extranets

and portals Storage networks Wireless and mobile

E-business software

More than half the 2008 IT leaders oversaw staffing growth within their departments in the past year.

Increased staff size Decreased staff size

No change in staff size

IN THE PIPELINE

The Premier 100 IT Leaders put these pro ects at the top of their to-do lists for 2008.

- IT governance, including business alignment
- Vertical industry and company-specific projects Infrastructure and architecture
 - upgrades Data management initiatives, including data warehousing a
 - ness intelligence ERP and supply chain projects
 - Networking upgrades

 - Security initiatives
- **CRM** rollouts E-commerce projects
- Collaboration initiatives

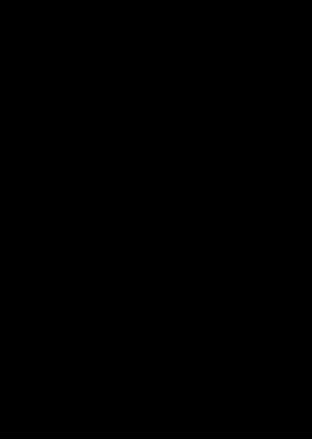
POWER PARTNERS

- 1. Microsoft Corp.
- 2. IBM
- 3. Hewlett-Packard Co. 4. Oracle Corp. 5. Dell Inc.
- Cisco Systems Inc.
- 7. SAP AG
- 8. EMC Corp.

34%

27%

16%



The 2008 budgeting, purchasing and project plans of this year's Premier 100 IT executives

SPENDING POWER

early two-thirds (65%) of this year's Premier 100 IT Leaders said their IT udgets had increased in 2007, by an werage of 15%, Only 14% saw a decrease (of 12%, on average) and 21% reported that their budgets remained the same. Here's what the 100 fT

tives have to spend in 2008. TOTAL IT BUDGET FOR 2006



MISSION-CRITICAL

Leaders and Managers

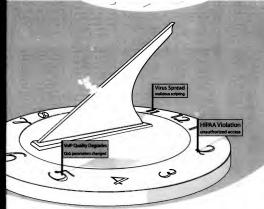
Average size of IT staff Average size of IT staff for which each honoree is responsible

NEW FACES 53%

IN THE PIPELINE

The Premier 100 IT Leaders put these projects at the top of their to-do lists for 2008.

Turn back network time.



Stop missing critical events.

For a trusted approach to problem resolution rely on the Network instruments* GigaStor* appliance. Everything is recorded—every packet, every protocol, every transaction for hours, days, even weeks. The unique GigaStor interface provides an effective way to go back in time to determine not only when the application went down but why.

Resolve intermittent network problems, track compliance efforts, Isolate VolP call quality issues, and more on the most complex WAN, Gigabit, and 10 GbE networks. Find out how you can turn back the clock with the GigaStor. After all, your network history shouldn't be a thing of the past.





Learn more about GigaStor. 800-S66-0919 www.NetworkInstruments.com/Time

IT careers

MULTIPLE AD FOR e IT Retated Por

ent out of Nehers, PA). Analyze, gn. develop, lest, adminisstornize and impli ser software ap

tor Software Engine helors Degree or eq-in information Syste iness. Compu-insering. Electro-Masters Degree with at set one year experience in event technologies

Reft Jerrors
Must have experience with
JZEE and Weblogic or
and XML and

Must have experience with VB.NET OR ASPINET; and Vexas Basic and Oracle OR SQL and DCOM or COM

at the able to relocate to dif-rict client, sites as needed tomeide. \$5, 40 hranks, ase use reference (Relff) an applying for job you are rested in and Sand uries to Aftr: HR, Love site, LLC tistfox Prinsele thrology, 5942 Monococy Bethishem PA 18106 USA,

ne Health, LLC 166t/a nacts Technology is an all Opportunity Employer

er ogn Engmeer - (DC28411

Design Engineer II - BX26412 In Austin, TX. Engineering positions are avail: Sr MTS Product Developmen Engineer - 126519 Submit resume to AMD, 5204 E. Ben White Blvd , MS 672, Austin, TX, 78741 ref. approp

job title & reg #. in Santa Clara, CA, multiple wells of Engineering pos Stoff Engineer (MTS) -CA23414

Suff Engineer - CA23413 Physical Design Engineer -GA23412 Sr. Physical Deson Engineer

eval: Engineer – FL25412 Sr. Engineer – FL25411 in Yardey, PA, Engineer

ns are pvsit er - YA26411 Submit resume to One AMD Am: M/S101, P.O. 3453, Sunnyvale, CA 94088-3453 ref approp job title & reg #.

and equipment located in ein, is at IV to review, analyze and participate in long ps planning of inform gy initiatives to s

is, program functions, and ulred to develop or siness systems and Reminer er's degree in compute

e years of experience anang, designing and develop-information systems with N or Oracle OR bechelor's ee, plus five years of expe-e Must have Bash Tools Scation. Hours are 7:30 to 4:15 PM. Interested cars should e-mail a resume

rhodology to tes ntranet,QO & clien appins Use w/Mercury

rs: Das & day Imag se,appin & interfe

s BS/MS or equiv in (lany),CIS or related,w11-2 exper May require travel or relocation,Mail resumes code# to RCR logy Corporation, 251 Illinois St, #1150.

Ave., 15th Fl. NY, NY 10018 loc: NYC or in any unerticip

Calif based IT oo has multiple ings at its Torrence, CA and Chicago, IL olos and at nticipated client sites ons the US for Software Programm: Analyst. ma Analyst, Project fMgr., System Mgr., Biz nnt. Consultant & Riz slyst. Mail resumes to RJT

Compuquest Inc., 23440 whome Blvd., #210, Tomanos, CA 90505, Attn: HR

WMS Programmer - Develop EDI/Gentron, ASCTroc and Provia applications and prons to support cross-plate mbound/outbound, sales ---B.S. in CIS or related, 1 yr exp in job offered or IT, and authorization to work in the U.S. on a Same

nement basis. Se mes to: Ellen Pheli Trans Intl. P.O. Box 31911 rapolis, IN 45231-0011

Systems Analyst, Analyze procedures/problems to autote, improve enseting sysoffice supplies, furniture/

ten for e-commerce. Reg. Bachelor's of CS or Physics w/CS and 2 yrs. exp. Send resume to S. Liu, Nove ioners, 880 Remins Rd., Schaumburg, E. 60173

E.): Design, dvlp. greate, test & 5/w &/or specialized utility proerne. Analyza user needs & two S/w solutions. Will use

ASP, VE, Oracle, JAVA, SQL lerver, XML, Vieusi Studio. Java Script, Windows etc. Apply w/2 copies of resumes to zan Technologies Inc. 1900 S. Highland Ave. Suite # 105. Lombard, E. 60168

Engineer (Plainsbore NJ): Dvip computer applications, grams. For IT Mgr - Meeters whip or Bach, will yes sup. & For Software Engineer - 2 Yrs exp reqd. Respond to HRD, Millennium Information chnologies Inc. 666

Plainsboro, NJ 08536

oro Road, Ste. # 455 .

IT Manager & Software

Multiple positions avail-CT:

v to: Logicsoft. Inc., 9 Lois Street, Norwelk, CT 06851

or using CAT S ore, ET, 845. 6 IT prof to D.

SOMETHING NEW?

Find your ideal IT job through IT

Careers. For additional IT positions. search www.ITCareers.com, our

online database of over 20.000

iobs each month

COMPUTERWORLD **IT**careers



Loud PC Solution #3: Books and duct tape should do the trick.

Offbeat advice and zany support tales are part and parcel of the **Shark Bait** experience. Surf over to sharkbait.computerworld.com to chuckle at the baits, submit a few of your own, and learn a thing or two about technology.

Tell us your IT tale today! sharkbait.computerworld.com

COMPUTERWORLD

SHARK BAIT

TRUE TALES OF IT LIFE AS TOLD TO SHARKY

A Plan's a Plan

Days before the move to a new building, a 200-port network switch has yet to be delivered. "The vendor is very reliable, so I wasn't worried," says a pilot fish on-site. "The engineering supervisor in charge of the overall construction project wasn't so sure. He demanded an imme

diate backup plan, in spite of my noting that only the switch will do, since we are too far away to run connections directly." A day later, the switch arrives - just as fish's backup plan shows up at the manager's desk. "I tied two paper cups topether with string, then atnetwork drops," fish says. "Fortunately, he had a sense

Precisely

Boss decrees that all users in the office will install a particular piece of software on their PCs, and this old-school pilot fish isn't impressed. "It was some half-baked, home grown tracking program that most people said didn't work," fish grumbles. "I don't know why, but everyone received his very own CD with the software on it - probably the boss didn't know any better. I complied with the decree: I placed the CD on the left back tached five 3-ounce bathroom eryone that I had the softwa cups via dental floss for the on my desktop. Not much

later, we were quietly told that we no longer had to use that program."

That Darned Complex IT Jargon!

This transportation compa uses GPS to track where everything things is. "Infortion from a mobile GPS location-tracking system is radioed back to a base static where a modern connection talks to servers," explains a pilot fish working with it. "One time, the circuit to a field site modern failed - not an unusual event. When the support desk was told there was no signal from the re-mote site and that the circuit needed to be reported to the vendor, the person at the help desk replied, What does no

signal mean?" " **Admit Nothing**

placed the CD on me in succorner of my desk and told everyone that I had the software environment to the contract of the contr Telecom manager at this comany problems on his network, - at least until the day he lets down his guard and he re-ports the following: "We have not had any network faults. but the work we did over the weekend might have fixed it."

Like There's Any Other Option? Pilot fish reports the follow

ing message that flashes on the screen as a high-end CAD program begins installation: "Please wait if computer freezes during extraction." Sharky's trying not to

freeze while I wait for your true tale of IT life. Send it to me at sharky@ computerworld.com. I'll send you a sharp Shark shirt if I use it.

O Do You Love Shark Tank?

IS ISSUE

According to America	5	i
Articles Continues Inc.		i
Advanced by the Control	no inc	ř
American Society of Gr		١
APPENDIX SOCIETY OF CH		
Problemen tellers		
Acres Conversely	*************	
Argonne Nettonal Labo	cutory	ė
Assus Computer Internet	done inc	Й
Amend Consumer Inc.		r
ATATies		۲
	6	
College Constant		۰
Tentral and an inches		ı
Cassast Corp		ē
	de	ç
CompuCredit Corp		ч
Computer History Music		
Constallation Energy 6	reup Inc 23,27,3	
Constribution flumeration	offenmilic	
Cornects Francis I IS	2	ń
Out her	7	t

FedEx Kinko's Office and	•
Print Services Inc.	
Femalok & West LLP.	n
Forester Research Inc.	
Fullmutat	
Server Inc.	
Boogle Inc.	
Breen Mountain Colfee Roasters Inc	
Heckey-Devidson Inc.	
Head USA Inc.	
Hewlett-Packard Co. 16.2	а
BM	
Intel Corp.	
Legal Aid Society	
Marriett Vacation Club International	
Microsoft Corp	18.
Moteri 6	
Notezza Corp.	
New Mesoco State University	1
New York State Unified Court System	
Monthrop Grundman Corp.	
Novel Inc.	
OBE Energy Corp	
Oracle Corp	

0	Ryder System Inc
4	Salestores com inc.
2	SAPAS
4	Scottoria Inc.
Ħ	Securities Operations Fenan
ä	Seners AS
8	Six Place Inc.
ā	Singe Ltd
	Sony Corp.
1	SunGord Higher Education Solutions
2	
4	TD Ameritania Inc.
4 6 7	
0	Toshiha Com
0	
Ř	U.S. International Trade Commission
6	U.S. Securities and Euchanne
6	Commission
4	Verzon Communications Inc
	Verticon Wireless
ŔΠ	VistaPrint Ltd
8	WHOFING
4	World Privacy Forum
	Xcel Frence Inc

-	ш
The sendingenerous agreetings and	88
	98
And the state of t	ĸ
Commission of the Commission o	9
Del Commenter de la constantina della constantin	9
Section Committee	и
Heat County open Company	ε
Difference D	ю
BM (Courses St. 95, 30, 30 10, 50 05	В
inches .	п
	n
No. of the last of	и
Untel continues and atomic design.	в
Morteel Fember	e
Married Day	в
Monte St	и
Indeed between the second	r
ACCES	e
Par	в
Printed DOTT LANGUAGE COMMISSION	в
and an anti-	в
A Section of the sect	В
Contraction of the last of the	ю
Tendels Corporates,	P
	ai
83	ß

COMPUTERWORLD





grated Programs Parrett (415) 978-3306 Account Executive Chris Da Rosa (415) 978-3304 Mailing Address 501 Second Street, Suite 114 Sen Francisco, CA 94107 Fax (415) 543-8010

BAY AREA III BAY AREA
Vice Presidents,
Integrated Pregrams
Jim Barrett (415) 978-3306
Account Essectives
Circu In Rosa (45) 978-3304
Mailling Address
501 Second Street, Suite 114
San Francisco, CA 94907
Fax (415) 543-9070

SOUTHWESTERN STATES Vice President, Integrated Programs Bil Hanck (949) 442-4006

Account Executive Ohris Da Rose (415) 978-3304 Mailing Address 19200 Von Karman Avenus Suite 360, Irvine, CA 92612 Fax (949) 476-8724

III EASTERN CENTRAL STATES/INDIANA Vino Provident, Integrated Programs Poter Mayer (201) 634-2324 Account Executive John Radzwak (201) 634-2323

ount Executive s Da Rosa (415) 978-3304 Mailing Address 19200 Von Karman Avenue Suite 360, Irvine, CA 92612 Fax (949) 476-8724

III NEW ENGLAND STATES Director, Integrated Programs Deborah Crimmings (508) 271-7110 Sales Associate Jess Roman (508) 271-7108 Mailing Address
PO, Box 9171, 1 Speen Street
— MA 01701

METRO NEW YORK
Vice President,
Integrated Programs
Peter Mayor (201) 634-2324 nunt Executive Radzniak (201) 634-2323 Mailing Address 650 From Road, Suite 225 Paramus, NJ 07852

(201) 634-9289 UTHEASTERN STATES resident, sted Programs de Walace (904) 284-4972

Mailing Address 5242 River Perk Villas Dr St. Augustine, FL 32092 Fax (800) 779-8522 ales Associate es Roman (508) 271-7108 Mailing Address PO, Box 9171, 1 Speen Street

iline Sales Director, East Co mes Kelbach (610) 971-1588 Online Account Executives (415) 978-3311 Fex (415) 543-8010 Online Sales Mona Matthew Wintringham (506) 270-3882 Fax (508) 270-3882 Online Sales Assistant Joan Olson (508) 270-7112

IT CAREERS Director of Sales Laura Willinson (847) 441-8577 Fax (847) 441-8578

Pestal and E-mail Rich Green (508) 370-0832 Mailing Address IDG List Services, P.O. Box 9151 Framingham, MA 01701-9151 Fax (508) 370-0020

FRANKLY SPEAKING Frank Hayes

It's Simply Politics

IMPLIFY TO INNOVATE. If you walk away from this year's Premier 100 issue of Computerworld with one idea, make it this one: We can rethink everything we do in IT to make it simpler and then leverage that simplicity to make both IT and users more innovative.

In fact, these 100 IT leaders say there's no other way to do it. ness project sponsors to

We're accustomed to thinking that we can't really reduce complexity - just move it around. If we make things simpler for users, our operations and development have to be more complex, so we'll get less done. If we keep things simple for programmers or IT operations, users will face more complications, so

they'll be less effective. But this "shuffling deck chairs on the Titanic" approach can't work any longer. And as Julia King reports in her story on page 23, it doesn't have to. Premier 100 honorees are simplifying what both IT people and users do - and freeing everyone up for innovation.

How? By pushing complexity not to users, not to developers or IT operations, but all the way

back to politics. To get working applications to users fast, we have to fight scope creep. That means getting busibuy into 90% solutions that we can deliver in weeks, not years, And keeping projects on track using the simplest, cleanest technology and designs we can. And staying focused on the reality that we can't empower users until we deliver working systems.

That requires lots of political work: glad-handing and horse-trading. compromise, and leader-

ship. It's not technical. It's hard, maybe unfamiliar, certainly complex. It's also what IT - and

business users - need. Extra features? Whizbang technology? We can push those things to future versions as enhancements. In the meantime.

Push complexity not to users or developers or IT operations, but all the way back to IT gets the project done. and users can actually do business with it.

We can reduce hardware variety, which makes life simpler for IT. Better still, we can reduce the variety of systems that users are forced to use, giving the business much more flexibility transferred users don't have to be retrained, and fixes and work-arounds

Is that hard to sell to the business side? Sure. Those managers think they want customization. They believe "that's the way we've always done it" is the best possible business case. They fear the cost and effort of new training. Maybe they just fear change.

are universal.

But users can grasp new technology. Most of them learn new tech every day. And users can handle new 90% solutions, especially when the old systems are filled with kludges and ugly



hacks to squeeze out the last few percentage points of functionality. The hard part is the

By pushing the complexity into the negotiation of projects, IT's productive work is simpler. That means developers and IT operations people can focus on making users' work simpler. And it means everyone has more elbow room in

which to find better, more

profitable ways to do

business. That's the IT-based innovation we've trumpeted for decades but generally haven't succeeded at delivering - not just cutting costs, but transforming the business.

Technical staffers have to be part of this. But the heavy lifting will fall to IT leaders: the CIOs and IT VPs who must drive the complexity into the politics - and then do the hard, delicate, on-theground work to keep it

there. Think you're up to it? You'd better be. Because that's the only way IT

can simplify to innovate And it's the very definition of what it now means to be an IT leader.

Frank Hayes is Computerworld's senior news columnist. Contact him at frank_hayes@ computerworld.com.



AND THEY SAID YOU'RE SO RIGHT.





COLLABORATION

It's the ability to have Microsoft Windows Server and SUSE Linux Enterprise Server from Novell work together. \land

Download the collaboration roadmap at www.moreinterop.com

Novell Microsoft

DELL



According to Forrester Research, more than half the enterprise companies in North America and Europe rely on Dell for notebook and desktop computers.

-How Enterprise Buyers Rate Their PC Suppliers And What It Means For Future Purchases, Forrester, November 2007.

DELL.COM/Numberone

